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Navy-wide Personnel Survey (NPS) 2008: Summary of Survey Results

Kimberly P. Whittam, Ph.D.

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14. ABSTRACT The 2008 Navy-wide Personnel Survey (NPS) was administered September 2007 through January 2008 to a stratified random sample of approximately 16,000 active duty officer and enlisted Sailors. The NPS focused on work-life topics, such as Sailor demographics, leadership satisfaction, organizational commitment, performance evaluations, morale, detailing, assignments, job characteristics, job satisfaction, career development, availability of resources, gender integration, and overall satisfaction with Navy life. Responses were statistically-weighted to allow for generalization of sample results to the entire Navy active-duty population.				
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Foreword

The Navy-wide Personnel Survey (NPS) is a major product of the Navy Wide Survey Program (NWSP). The NPS focuses on quality of work life topics including satisfaction with Navy life, work climate, morale, organizational commitment, leadership, communication, job security, Navy image, fairness, detailing, assignments, job satisfaction, career development, availability of resources, and gender integration. This information is valuable to senior leadership and program managers in assessing Navy quality of service, and in the evaluation of current Navy personnel policies.

The 2008 NPS was conducted under the sponsorship of the Chief of Naval Personnel, coordinated by the N1 Modeling and Analysis Branch (N104). The 2008 NPS was conducted from September 10, 2007 to January 28, 2008. The NPS was administered to a random sample of 16,044 active-duty officers and enlisted Sailors via the Internet. The weighted response rate was 34 percent. The results of the survey were sent to the Chief of Naval Personnel in March, 2008 and briefed to the Chief of Naval Operations in August 2008.

This report contains a narrative description of the results of the survey. In addition, it provides comparisons between major Navy demographic groups (e.g., officers, enlisted) and, where relevant, comparisons to previous NPS results. The authors acknowledge the assistance of Ms. Evangeline Clewis with the Internet survey design and administration as well as Mr. Ilia Christman of N104 who served as the 2008 NPS Program Manager. Questions regarding this report should be directed to the Project Director, Dr. Kimberly Whittam, (901) 874-2321 or DSN 882-2321, kimberly.whittam@navy.mil.

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Summary

The Navy Personnel Survey (NPS) is a multi-faceted survey that focuses on topics such as satisfaction with Navy work and life, leadership, detailing, gender integration, assignments, career intentions, career development, and organizational commitment. The 2008 NPS was conducted between September 10, 2007 and January 28, 2008. It was administered to a stratified random sample of 16,044 active-duty officers and enlisted Sailors via the Internet. The weighted response rate was 34 percent. Survey results were statistically weighted to allow for generalization of the findings to the entire Navy population as well as to key subgroups.

Results of the survey, while generally positive, did include both positive findings as well as areas in need of improvement. Overall, results were similar to, or slightly lower than the findings from the 2005 NPS. Some of the major positive findings included continued high satisfaction with Navy and Command leadership, workplace climate, gender integration, satisfaction with pay, and satisfaction with Navy job and life. Areas concern include a continued downward trend in satisfaction with detailing, fewer reporting “High” command morale than in 2005, and dissatisfaction with the IA (Individual Augmentee) program.

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Introduction

Background

The Navy-Wide Survey Program (NWSP, formerly called the Navy Personnel Survey System) (was created in 1989 under the then Chief of Naval Personnel, VADM Boorda. This survey program was to serve as a means of collecting and organizing information regarding the needs, attitudes, and opinions of Sailors as related to quality of work life issues. The survey program was implemented by researchers at the Navy Personnel Research and Development Center (NPRDC, currently Navy Personnel Research, Studies, and Technology [NPRST]) with three primary objectives: (1) to coordinate and provide technical review for surveys administered to a Navy-wide population; (2) to conduct an annual omnibus (i.e., general issues) Navy-wide personnel survey; and (3) to conduct research focused on improving the quality and efficiency of personnel surveys in the Navy.

The first Navy-wide Personnel Survey (NPS) was administered in 1990 as the initial product of the survey program.. The NPS was designed to be administered annually to facilitate the tracking of trends in Sailor attitudes and opinions. Additionally, the NPS was designed to address “hot topic” issues of the time along with standard, enduring aspects of work life, such as job satisfaction and retention intentions. Since its inception, the NPS has been administered to a scientific, stratified random sample of both active duty enlisted and officers in large enough numbers to ensure that responses to the survey are representative of the entire Navy population (Wilcove, 1994).

In 2000 the scope of the NPS was narrowed to focus on the key long-term trends related to work life, such as leadership, job satisfaction, and organizational commitment and limited the scope of “hot topic” issues that were relevant only to a particular time period or for a specific sponsor. In 2005 the survey was administered entirely via the Internet for the first time. The previous two NPS surveys allowed for both paper and Internet options. A key goal of the 2008 NPS was to compare the results to the previous administrations of the NPS and to continue to monitor trends on key quality of work life items.

Problem

The attitudes, opinions, beliefs, and intentions of Sailors regarding key personnel issues are increasingly important to today's Navy. The Navy is both engaged in fighting multiple wars while also shaping the force to be smaller and more efficient. In this environment the contributions of every Sailor are necessary to maintain the readiness of the force for rapid response to unpredictable events throughout the world. The views of Navy personnel obtained on the NPS represent key inputs to the development and improvement

of Navy policies, procedures, and programs. The results of the NPS also serve as Navy-wide norms that guide the administration and interpretation of other Navy-wide and community-specific surveys and polls.

Purpose

The NPS is administered to a scientifically representative sample of the active-duty Navy to create a data-based “portrait” of Sailors’ attitudes and opinions. The survey also provides a vehicle for top Navy leadership to assess and evaluate key policies, programs, and issues affecting Sailors’ work life and their satisfaction with the Navy. The NPS addresses a number of major areas of Sailor life, including work climate, morale, satisfaction with leadership, Sailor financial status, detailing, job satisfaction, career development, career intentions, views on gender integration, and organizational commitment. Past NPS and the related Navy Quality of Life (QOL) surveys have consistently found that the quality of work life and quality of life areas assessed on the surveys are related to important Navy outcomes such as readiness and retention (Olmsted & Underhill, 2003; Wilcove, 2005)

Approach

The 2008 NPS was distributed to a scientifically selected stratified random sample of 16,044 active-duty officers and enlisted Sailors in September 2007 (for a copy of the survey, see Appendix A). The 2008 NPS was designed based on the results of a psychometric analysis of the 2005 NPS (Bann, Whittam, Barnett-Walker, 2006), in which scales were pared down to their essential questions. In this way, burden on the Fleet to respond was reduced while the main information needs of Navy leadership were met.

Surveys were available to participating Sailors via the Internet on September 10, 2007, and completed surveys were accepted through January 28, 2008. The sample for the survey was drawn during August 2007 from a sampling frame ($n = 302,082$) of individuals in the Navy who were accessible for data collection (see Appendix B). The sample was optimized using the Sample Planning Tool, developed by Research Triangle International (RTI) (Kavee & Mason, 2001). Sailors were sampled randomly in proportion to the size of their group within the population for each level of paygrade (E-2 to E-3, E-4 to E-6, E-7 to E-9, W-2 to W-4, O-1 to O-3, and O-4 to O-7), gender (male, female), and minority status (minority, non-minority). The sampling represented approximately 5 percent of the total enlisted population and 9 percent of the total officer population. Prior to the launch of the survey, participants selected for the sample were sent notification letters signed by the Chief of Naval Personnel that included the web address for the survey along with a unique password. The notification letter described the purpose of the survey, requested that those who were selected participate, and clearly indicated that participation in the survey was voluntary. Reminder letters were mailed to the entire sample in October 2007,

approximately three weeks after the survey was launched and again in November. A third and final reminder was sent in early January 2008, giving Sailors approximately one additional week to complete the survey before the field was closed. (see Appendix C for notification and reminder letters.) Since no complete e-mail database of Navy Sailors exists, letters sent to the Sailors' work addresses remain a standard method of contact in large scale Navy-wide personnel surveys such as the NPS. A total of 3,481 useable surveys were completed. The unweighted response rate for the sample, computed according to American Association of Public Opinion Research (AAPOR) definitions, was 26 percent. To adjust for the disproportional oversampling of junior Sailors (due to their low response rates), a weighted response rate was also calculated. The weighted response rate for the 2008 NPS was 34 percent.

The completed survey responses were statistically weighted by paygrade, gender, and majority-minority group to allow for generalization of the sample results to the entire Navy population as well as to these key subgroups. For more details on how weights were constructed for the survey, see Appendix B. Results presented throughout this report are based on weighted data.

Since the NPS used complex stratified sampling, SPSS for Complex Samples was used to calculate the margin of error (i.e., sampling error). The margins of error for all enlisted ranged from ± 0.39 to ± 4.51 ; for officers, the margins of error ranged from ± 0.20 to ± 3.72 . For enlisted and officer pay groups (E-2 to E-3, E-4 to E-6, E-7 to E-9, O-1 to O-3, O-4 and above), the large majority of margins of errors were $\pm 5\%$ or less. For a small set of response options, the margin of error exceeded this value (See Appendix D for a discussion and list of question/response options for which the margin of error exceeds $\pm 5\%$). Given the large numbers of comparisons made both within the 2008 NPS and between the results of the 2008 NPS and previous surveys it is common to designate a "practical" level of significance so that leadership can focus on key differences. For this report differences of 5 percentage points or more will be considered the minimal level of practical significance.

Organization of Report

This report summarizes the results of the 2008 NPS. The results are divided into the following sections: Characteristics of the Sample, Financial Indicators, Quality of Work Life Indicators, Navy Tone, Retention Indicators, Comparisons to Other Department of Defense Surveys, Summary and Conclusions, and Recommendations. Each section contains a presentation of the major results of related survey findings and, where appropriate, comparisons to the results of the 2005 or previous NPS results. The conclusions and recommendations at the end of this report are similar to those that were sent to the Chief of Naval Personnel in March 2008. For a complete presentation of responses by paygrade for each question, the reader is directed to the Navy-wide Personnel Survey (NPS) 2008: Tabulated Results report (Whittam, in press).

Characteristics of the Sample

Demographics

This section describes the characteristics of Sailors who completed the survey. These data have been weighted and are representative of the characteristics and opinions of Sailors in the active duty Navy population as a whole.

Gender and Ethnicity

Tables 1 and 2 show the distribution of the weighted respondent sample compared with the total Navy population (from the August 2007 Enlisted Master Files and Officer Master Files) in terms of gender, race, and Hispanic ethnic status. As can be seen, the characteristics of Sailors who returned the 2008 NPS closely mirror the active-duty Navy population

Table 1
Gender distributions of the Navy population and the NPS sample

	Navy Population Percent*	NPS Sample (Weighted) Percent
Male	86	86
Female	14	14

Table 2
Majority-Minority distributions of the Navy population and the NPS sample

	Navy Population Percent*	NPS Sample (Weighted) Percent
Majority	66	66
Minority	34	34

Educational Status

Of the enlisted respondents, 98 percent were high school graduates and 51 percent had taken some college classes. Ten percent of respondents had completed a 2-year college degree or higher (see Table 3). Less than 1 percent of enlisted respondents reported that they had not completed high school, while 2 percent of respondents had completed an alternate high school degree (i.e., GED,

home study, or adult-school certificate). Thus, 98 percent of enlisted Sailors had at least a high school diploma, compared to only 84 percent of the general U. S. population over the age of 25 in 2007 (American Community Survey, 2007).

Forty-three percent of officers reported that they have completed a bachelor's degree, while an additional 51 percent have completed advanced degrees at the master's and doctoral/professional degree level. Only 6 percent of officers report that they have less than a 4-year bachelor's degree. Educational attainment continues to increase among Naval officers in 2008, as a higher percentage reported having obtained a master's degree or higher than in 2005 (49%).

Table 3
Current level of education attained by Sailors

	Percent	
	Enlisted	Officers
Less than high school completion (no diploma)	<1	0
Alternate degree (GED/home study/adult-school)	2	0
High School diploma (graduate)	28	<1
Some college (no degree)	51	4
Associates degree or other 2-year degree	10	2
Bachelor's degree (B.A. or B.S.)	8	43
Master's degree (M.A., M.S., M.B.A., etc.)	1	39
Doctoral or professional degree (J.D., Ph.D., M.D., etc.)	<1	12

Marital and Family Status

From the 2008 NPS, 60 percent of Sailors reported that they were currently married (including those remarried or legally separated), 36 percent were single (never married), 4 percent were divorced, and less than 1 percent widowed. Of officers, 21 percent were single, 75 percent were married, 4 percent were divorced, and less than 1 percent were widowed. For enlisted, 39 percent were single, 58 percent were married, 4 percent were divorced, and less than 1 percent were widowed.

Comparing these results (see Tables 4 & 5) to those in the general population, the Census Bureau reports that 60 percent of males and 57 percent of females are currently married (U. S. Census Bureau, 2007). These results indicate that Sailors are currently more likely to be married than the general U. S population, which is consistent with previous finding from the NPS (Whittam, Janega, Olmsted, 2003; Olmsted, Kantor, & Palmisano, 2001; Kantor, Wilcove, & Olmsted, 1998; Kantor, Cullen, Wilcove, Ford, & Olmsted, 1997). It is also important to note that female Sailors are more likely to be single than males (34% male and 45% female), and a higher percentage report being divorced, legally separated, or remarried (14% male and 23% female).

Regarding children, a majority of officers (64%) report having children under the age of 21 currently living at home, whereas 42 percent of enlisted Sailors report the same (Table 6). This may be due to the higher rate of marriage among officers than enlisted.

Table 4
Current marital status of Sailors

	Percent	
	Enlisted	Officers
Single, never married	39	21
Married for the first time	46	63
Remarried (was divorced or widowed)	9	11
Legally separated (or filing for divorce)	3	1
Divorced	4	4
Widowed	<1	<1

Table 5
Current marital status of Sailors by gender

	Percent	
	Male	Female
Single, never married	34	45
Married for the first time	51	33
Remarried (was divorced or widowed)	9	7
Legally separated (or filing for divorce)	2	5
Divorced	3	11
Widowed	<1	<1

Table 6
Presence of children under 21 currently living in household

	Percent	
	Enlisted	Officers
Yes	42	64
No	58	46

Service/Career Demographics

Length of Service

The average length of active duty service for Sailors was 7.5 years. Officers in the sample had served on active duty for an average of 11.9 years while enlisted Sailors served an average of 7.5 years. Table 7 presents a more detailed breakdown of the length of service results.

Table 7
Length of Naval service by group

	Percent	
	Enlisted	Officers
Up to 3 years	37	7
3 to 5 years	16	8
5 to 10 years	18	26
10 to 15 years	11	14
15 to 20 years	12	21
20 or more years	6	25

Billet Type/Deployment

Slightly less than half of the respondents to the survey were on shore duty (40%) while 44 percent were on sea duty and seven percent were on “Other” duty, such as neutral, Duty Under Instruction, or other types of special duty. Similar to the 2005 data, a greater percentage of enlisted Sailors were assigned to sea duty, while a higher percentage of officers were assigned to shore duty (see Table 8).

Table 8
Distribution of billet type by group

	Percent	
	Enlisted	Officers
Shore Duty	36	55
Sea Duty	46	36
Other Duty (neutral, duty under instruction, etc.)	7	6
Don't Know	11	4

While almost half of enlisted and one-third of officers were on sea duty, 8 percent of total respondents (8% officers and 8% enlisted) indicated that they were currently on deployment.

Duty Location

Most Sailors indicated that they were currently stationed in either Continental U. S. (CONUS) East Coast (44%) or West Coast (31%) locations. A greater percentage of officers than enlisted reported being homeported in the CONUS East Coast while a higher percentage of enlisted than officers indicated being homeported in the CONUS West Coast. These results (see Table 9) were very similar to the 2005 NPS.

Table 9
Homeport by group

	Percent Enlisted	Percent Officers
Alaska or Hawaii	4	5
Caribbean	<1	<1
CONUS (East Coast)	43	47
CONUS (West Coast)	32	26
CONUS (Other)	5	6
Europe (including the Mediterranean)	3	4
Far East	6	6
Middle East	1	3
South or Central America	<1	<1
Other	6	3

Pay grade

Table 11 presents the distribution of pay grades for respondents compared with the entire Navy population (Enlisted Master Files and Officer Master Files, August 2007) at the time the survey sample was selected. The table indicates the sample matches the distribution of the Navy by paygrade.

Table 11
**Pay grade distributions of the Navy population and the NPS
return sample**

Navy Population Percent	NPS Return Sample (Weighted) Percent
E-2 to E-3	19
E-4 to E-6	54
E-7 to E-9	11
W-2 to W-4	.5
O-1 to O-3	8
O-4 and Above	7

Financial Indicators

The NPS assesses a broad range of issues related to quality of work life including pay and compensation and items related to standard of living.

Standard of Living

When asked about their current pay and benefits, 74 percent of officers and 52 percent of enlisted Sailors said they were fairly compensated considering all of the pay, incentives, and benefits. This represents a 1 percent drop for both officers and enlisted compared to the 2005 NPS, however this difference is within the margin of error. See Figure 1 for a more detailed breakdown of the responses regarding fairness of compensation.

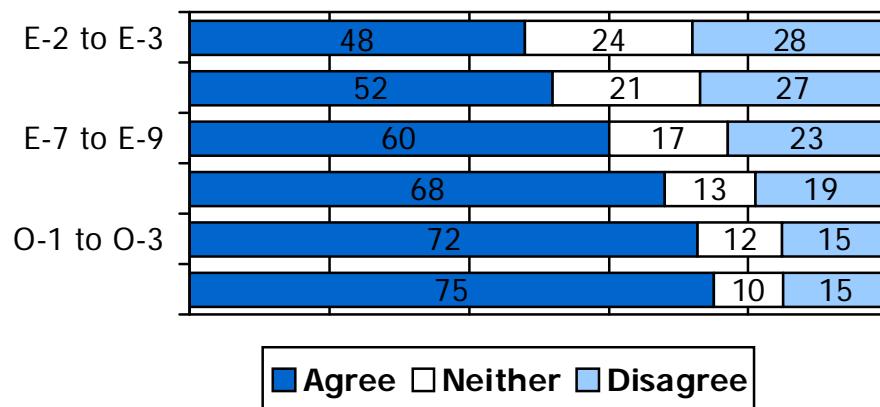


Figure 1. Percentage of Sailors who agree or disagree with the statement:

"I Am Fairly Compensated Considering All of the Pay, Incentives and Benefits I Receive."³

An area that had very little change regarding pay and compensation is the large percentage of Sailors who report they are able to pay bills and meet other financial obligations with the pay they receive. In 2008, 93 percent of officers and 68 percent of enlisted reported being able to meet financial obligations (see Figure 2), while 92 percent of officers and 71 percent of enlisted felt the same way in 2005. This trend has held steady since the 2003 NPS.

³ In the 2008 NPS, survey respondents were typically given a 5-item response scale, for example, "Strongly agree," "Agree," "Neither agree nor disagree," "Disagree," and "Strongly disagree." For ease in presentation and discussion, the responses were recoded to reflect three levels. "Strongly agree" and "Agree" were recoded to "Agree" and "Disagree" and "Strongly disagree" were recoded into "Disagree." These recodes are reflected throughout this report and in the 2008 NPS Tables of Results report (Whittam, 2009). This recoding and presentation of 3 vs. 5 response options follows standard practice used on the DOD Status of Forces Surveys and on other Navy surveys.

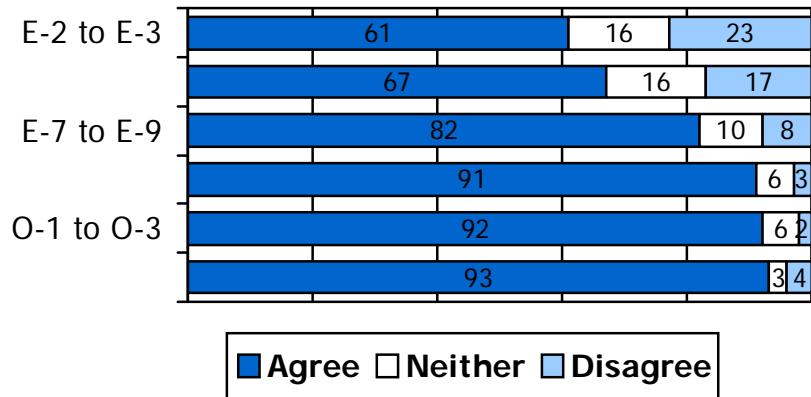


Figure 2. Percentage of Sailors who agree or disagree with the statement:

"I Am Able to Pay My Bills and Meet My Financial Obligations with the Pay I Receive."

Sailors have another way to ensure their financial health through contributions to the Thrift Savings Plan (TSP). The TSP is a government-sponsored retirement savings and investment plan, which is similar to 401k plans used in the private sector. Since fiscal year 2001, military members have been able to contribute a portion of their pre-tax salary to the fund and determine in which of five investment funds to allocate their monies. Unlike a traditional 401k, however, the Federal government does not currently match any of the financial contributions made by active duty military personnel the way it does for many government civil service employees.

Results from the 2008 NPS indicate that 62 percent of enlisted and 61 percent of officers currently participate in the TSP. This is an increase for both officers and enlisted from 2005, where 55 percent of officers and 50 percent of enlisted reported participating. This is likely the result of the Navy's focus on educating recruits in boot camp about the TSP program and this increase has been particularly dramatic among junior enlisted. These survey estimates are close to the 57%-60% Navy TSP participation rates reported in 2009 by the Defense Finance and Accounting Service (DFAS).

Respondents were also asked about financial losses experienced during Permanent Change of Station (PCS) moves (i.e., moves between duty stations). Overall, 80 percent of respondents reported experiencing a PCS move. Of those, 49 percent of all Sailors who had experienced a PCS move reported they experienced a financial loss during their last PCS move. Of those who experienced a financial loss, the most common were loss due to damaged goods (57%), additional cost of moving vehicles (42%), and lost spousal income (38%). For a complete break down of the financial losses reported by Sailors when they completed their last PCS move see Table 12.

Table 12
Financial Losses Experienced by Sailors during PCS Moves

	Percent*	
	Enlisted	Officers
Loss in value of a home or property that you own	14	21
Loss in Spouse Income During Last PCS	40	32
Loss in Spouse Retirement Benefits	9	10
Loss Due to Additional Cost of Moving Vehicles	40	45
Not Covered by PCS Transition Agreement		
Loss Due to Additional Cost for Full Commercial Insurance Coverage	15	17
Loss Due to Stolen Goods	11	14
Loss Due to Damaged Goods During Move	51	73

**Percentage based on those who reported experiencing a financial loss during a PCS move. Multiple responses were allowed; therefore, sum of percentages may be greater than 100.*

Quality of Work Life Indicators

Quality of work life is used to describe a wide variety of aspects of the work environment including such factors as leadership, relationships with coworkers, organizational commitment, work climate, resources, training, career development, morale, and satisfaction with the work itself (Janega & Whittam, 2004; Olmsted & Underhill, 2003). It is representative of the subjective well-being of individuals with regard to their perceptions about the quality of their life at work and the work environment. The driving force behind a focus on quality of work life is the belief that as an individual perceives the quality of their work and the work environment as being positive, they are likely to be engaged, productive, committed, and will desire to remain with the organization (Olmsted & Underhill, 2003). This is important to the Navy as it seeks to not only maintain current operational readiness but also to support the personal readiness of a well-trained and experienced workforce. The following section reviews findings from the survey on quality of work life and related areas.

Detailing

Within the area of personnel distribution, detailing refers to the processes used by the Navy to assign Sailors to jobs, or billets. As Sailors typically rotate jobs every three years or less, satisfaction with the detailing process is important to Navy leadership. Responses to questions about the Navy detailing process indicate that a larger percentage of officers are more satisfied than enlisted. Sailors are with several aspects of the detailing process. A greater percentage of officers (62%) report having a clear understanding of the detailing process than enlisted personnel (41%) do. Slightly more than half of officers (52%) and about a

third of enlisted Sailors (32%) report that they are satisfied with the detailing process. This difference is related to paygrade: Senior Sailors (both enlisted and officers) reported higher satisfaction than junior or mid-grade enlisted, junior officers, and warrant officers. Overall, 54 percent of officers reported satisfaction with their detailer compared to just 31 percent of enlisted. With the exception of warrant officers, whose satisfaction with the detailing process increased by 13 percentage points, and junior officers (O-1 to O-3), whose satisfaction increased by 7 percentage points, the data for the other paygroups are essentially unchanged from the 2005 NPS. For a breakdown of satisfaction with detailing see Figure 3.

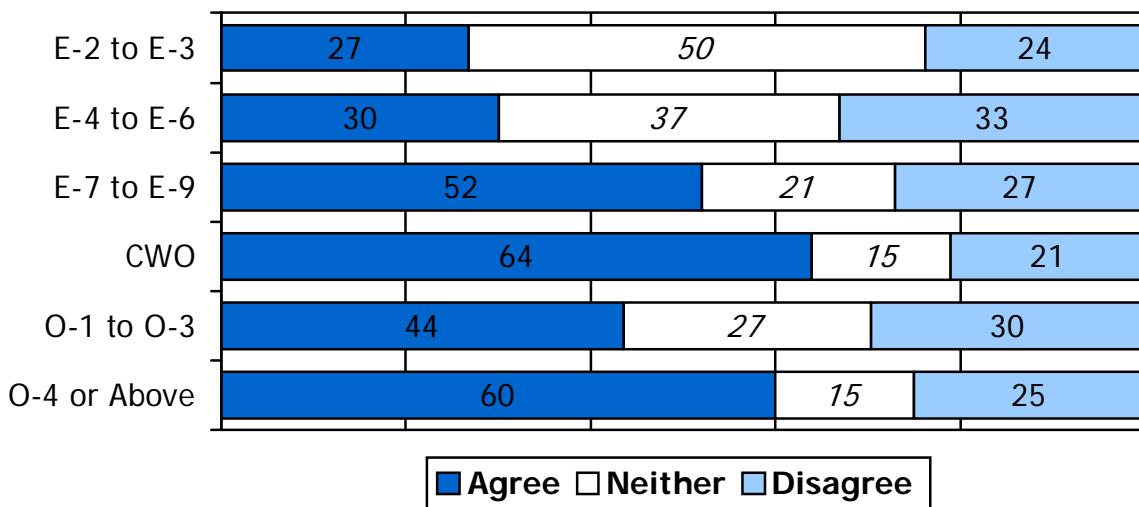


Figure 3. Percentage of Sailors who agree or disagree with the statement:

"I am satisfied with the current Navy detailing process."

Since 2003, data on the percentage who report receiving their orders of choice has remained remarkable consistent (see Figure 4).

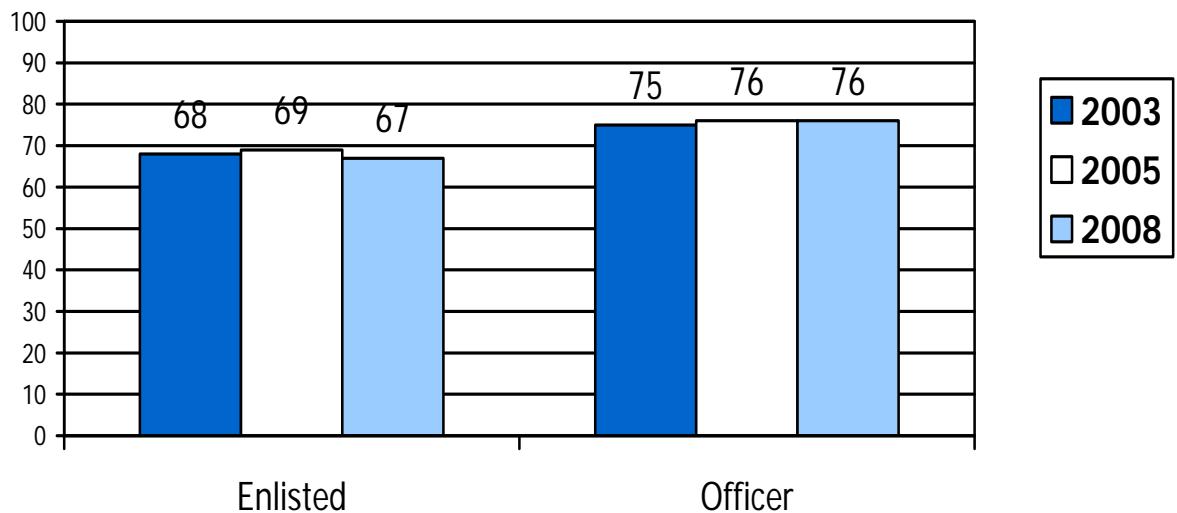


Figure 4. Percentage of Sailors who reported receiving the orders of their choice: 2003–2008.

TEMPO

The amount of time a Sailor spends away from his or her homeport or permanent duty station carrying out assignments is referred to as TEMPO. Sailors responded to a series of items about the impact of TEMPO on their lives over the past year. The majority of Sailors (53% officers and 54% enlisted) indicated that they were away from their homeport on official business, training, work-ups, or deployment for less than 50 days in the past year (see Table 15). Sailors' satisfaction with the amount of time they have spent at their permanent duty is fairly high, as 70 percent of officers and 55 percent of enlisted Sailors reported they were satisfied in 2007.

Table 15
Days away from permanent duty station in the past 12 months

	Percent	Officers
	Enlisted	Officers
None	34	15
1–49 days	20	38
50–99 days	10	16
100–149 days	10	10
150–199 days	11	9
200–249 days	9	8
250–299 days	5	3
300 or more days	2	2

A major concern regarding TEMPO is the impact that being away has on family life and personal relationships. Although the average number of TEMPO days experienced by the majority of respondents was less than 50 days, responses to the NPS provided some indication that Sailors are feeling the impact of stress in their lives due to their time away from home. Somewhat less than half of Sailors (43% officers and 45% enlisted) indicated that their Navy career gets in the way of their ability to have a personal life. Additionally, 30 percent of officers and 34 percent of enlisted Sailors indicated that they have difficulty juggling the demands of their family or personal life with their Navy career. Overall, the vast majority of Sailors agree that their Navy career causes a significant amount of separation from family or other important people (see Figure 6).

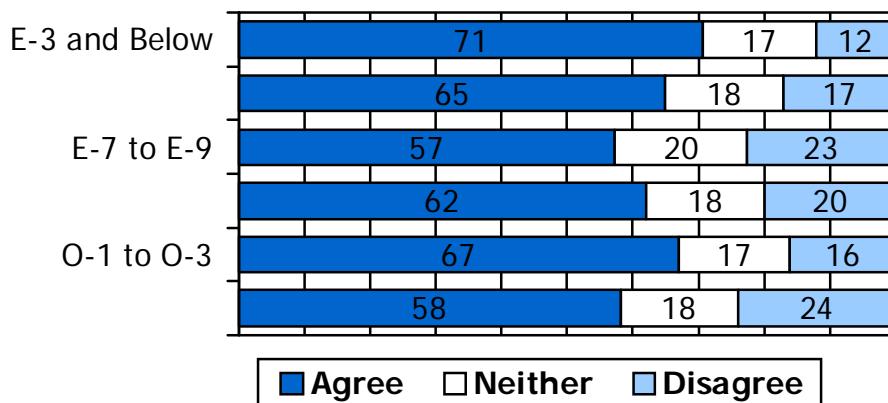


Figure 5. Percentage of Sailors who agree or disagree with the statement:

“My Navy career causes a significant amount of separation from my family or other important people in my personal life.”

Hours Worked

Sailors were asked how much time they were required to work in a typical week during the past 12 months. A large majority (94% officers and 89% enlisted) reported working more than 40 hours. Generally, officers reported working more hours per week than enlisted (see Figure 7). Additionally, the amount of time Sailors worked during a typical workweek appears to be directly related to the type of duty or billet they are currently serving in. The majority of Sailors assigned to shore duty reported that they tended to work 50 hours or less (55%) while the majority of those on sea duty (70%) reported working 50 or more hours a week on average during the past year, which is similar to findings from previous NPS studies.

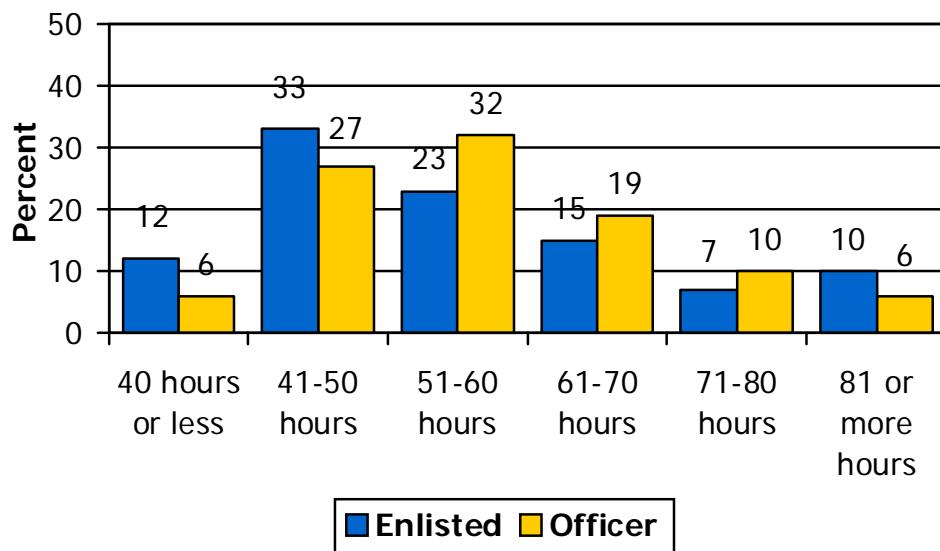


Figure 6. Number of hours worked during a typical week in the past 12 months.

Resources

Resources from people to parts and supplies are necessary to successfully operate the Navy. They are also important components of quality of work life. Sailors were asked about the availability of resources and the impact that these resources have on the ability to successfully execute their mission. Almost two-thirds of Sailors report that their command has enough qualified personnel (67%), which is a decrease of 6 percentage points from the 2005 survey. Also, the majority of Sailors agree that they have adequate tools (66%), and sufficient Navy support (71%) to successfully execute their mission (see Figure 7), findings which are similar to the results from the 2005 NPS. Only 48 percent of Sailors believe their command has enough spare parts and supplies to successfully meet their mission requirements, which is virtually unchanged from the 2005 NPS, but

represents a 13 percentage point increase from the 2000 NPS and 3 percentage point increase from the 2003 NPS. Fewer Sailors on sea duty (45%) than shore duty (53%) reported having enough spare parts and supplies.

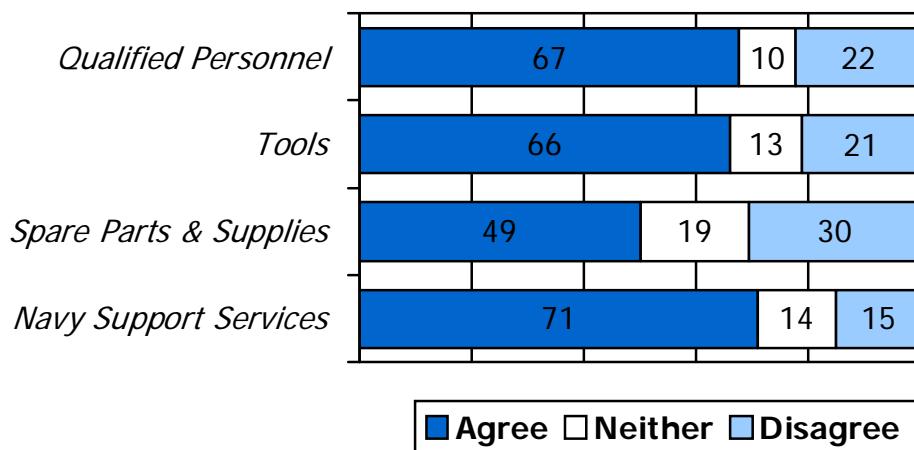


Figure 7. Percentage of Sailors who agree or disagree with the statement:

“My command has adequate spare parts and/or supplies to successfully execute our mission.”

Internet Access and Use

Not surprisingly, access to the Internet/World Wide Web has increased steadily since the NPS began tracking Internet use and access in 1997. Currently, 98 percent of officers and 96 percent of enlisted Sailors report that they have some type of Internet access at their worksite, whether it is their own computer or one in which they share with others. Figure 8 shows the increase in Internet access that has occurred during the past years. Although the percentage of Sailors who have access to the Internet is quite high, only 68 percent report having constant access (78% officers and 66% enlisted) and 67 percent report being able to use it at any time (84% officers and 63% enlisted). This may present a concern, as Navy continues to develop and promote Internet-based career management and career development systems.

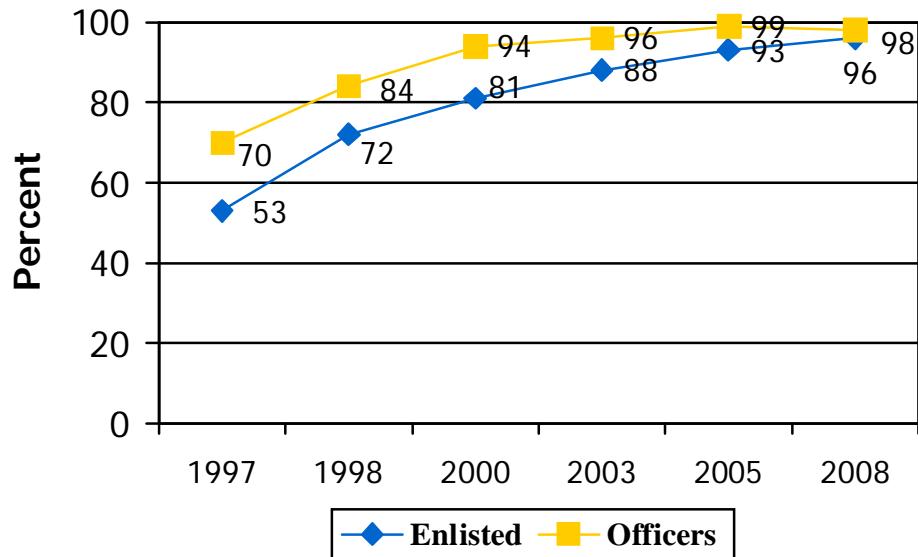


Figure 8. Percentage of Sailors who have access to the Internet at their Navy job over time.⁴

Navy Knowledge Online (NKO) is an integrated delivery system that provides vital information and training/education for Sailors on many career-related issues. Ninety-nine percent of Sailors (98% officers and 99% enlisted) report having used or viewed NKO (see Figure 10). Although most Sailors reported using NKO, only 30 percent indicate using it at least once a week or more. Approximately 40 percent report that they have used NKO once or twice or when they cannot find the information elsewhere. Overall, just 44 percent of those who have used or viewed NKO report that it is easy or very easy to use, suggesting that there is room for improvement (see Figure 11).

⁴ The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

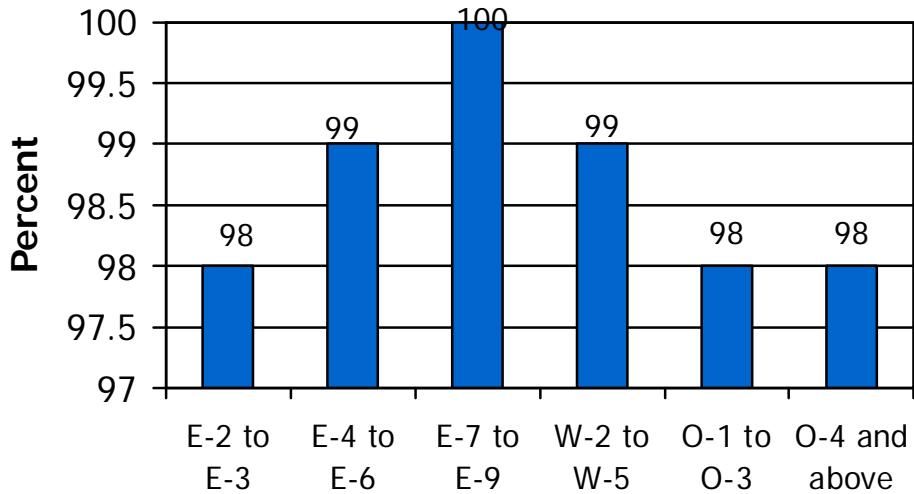


Figure 9. Percentage of Sailors who have viewed/used Navy Knowledge Online.

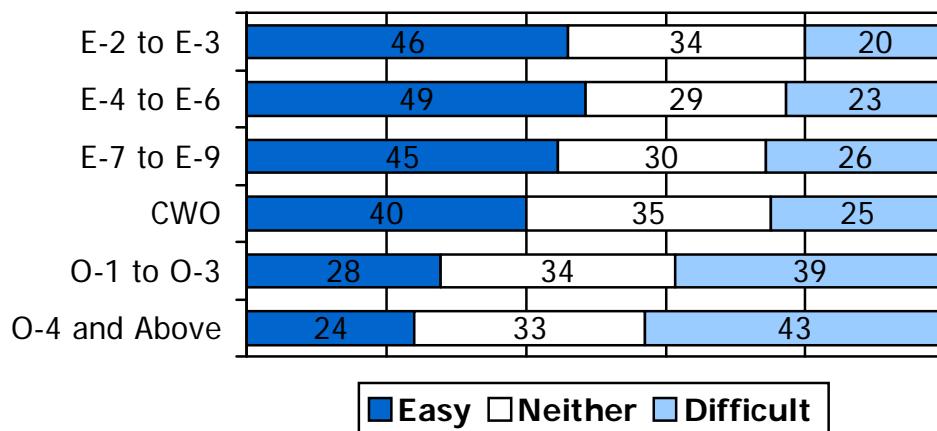


Figure 10. Sailor ratings of difficulty of finding information on NKO.
** Includes only those who reported having ever viewed/used NKO*

Working Conditions

Navy Sailors work in a variety of environments ranging from office buildings to forward deployed ships at sea. Thus, it is not surprising that Sailors vary widely in how they assess different aspects of their Navy jobs. On the 2008 NPS, 73 percent of officers and 68 percent of enlisted Sailors report that they are satisfied with the physical conditions of their worksite (see Table 15). Similarly, the 2008 NPS yielded a high percentage of Sailors who indicate satisfaction with job security (75%), responsibility on the job (74%), freedom to do their job (68%), challenge on the job (67%), feeling of accomplishment from their job (61%), and flexibility of command in dealing with personal issues (66%). Less overall Sailor satisfaction is found with opportunities for personal growth on the job (59%) and

supply of parts and equipment (44%). Generally, officers indicate greater satisfaction with their Navy working conditions than enlisted Sailors do, but there are two areas where this difference is larger than 15 percentage points: satisfaction with flexibility of command in dealing with family/personal issues (83% officers and 63% enlisted) and satisfaction with the amount of freedom given to do the job (82% officers and 66% enlisted).

Table 16
Percentage of Sailors who indicated that they were satisfied or very satisfied with the following characteristics of their Navy job

	Percent Enlisted	Officers
Job security	74	83
The amount of responsibility on the job	72	82
The amount of freedom given to do the job	66	82
The amount of challenge on the job	65	78
The physical working conditions of the job	68	73
The feeling of accomplishment from the job	59	69
The flexibility of command in dealing with family/personal issues	63	82
The opportunities for personal growth on the job	57	70
Availability of parts/supplies	44	45

Gender Integration

Since the changes in the combat exclusion regulations over a decade ago, the Navy has become a much more gender-integrated force with greater numbers of women being assigned to combatant ships. Issues regarding gender integration have been assessed on the NPS since the change in regulations in the mid 1990s. In past years, Sailors have generally expressed opinions in support of women in combat situations and in their ability to perform well under these conditions. When first asked on the 1994 NPS (Kantor, Ford, Wilcove, & Gyll, 1995a; Kantor, Ford, Wilcove, & Gyll, 1995b; Wilcove, 1996), 67 percent of officers and 62 percent of enlisted Sailors indicated that they believed that women had the ability to successfully carry out their military duties and perform in combat situations. As shown in Figure 12, the percentage of Sailors with a positive assessment of women's abilities to perform in combat situations increased from 1994 to 1996, but then dropped in follow-on years, perhaps associated with a large increase in assignments of women to combatant ships. Since 2000, these numbers have continually risen to beyond the original baseline results. In 2008, the majority of Sailors (85% officers and 69% enlisted) agreed that women could successfully carry out their duties and perform in combat situations. For enlisted, these numbers are quite similar to the most recent NPS results, where the results have remained steady since 2003. For officers, this represents a 5 percentage point

increase from the 2005 results. These findings are the highest they have been for officers since the initial administration of gender-integration items in 1994, and are near the all-time high for enlisted (see Figure12).

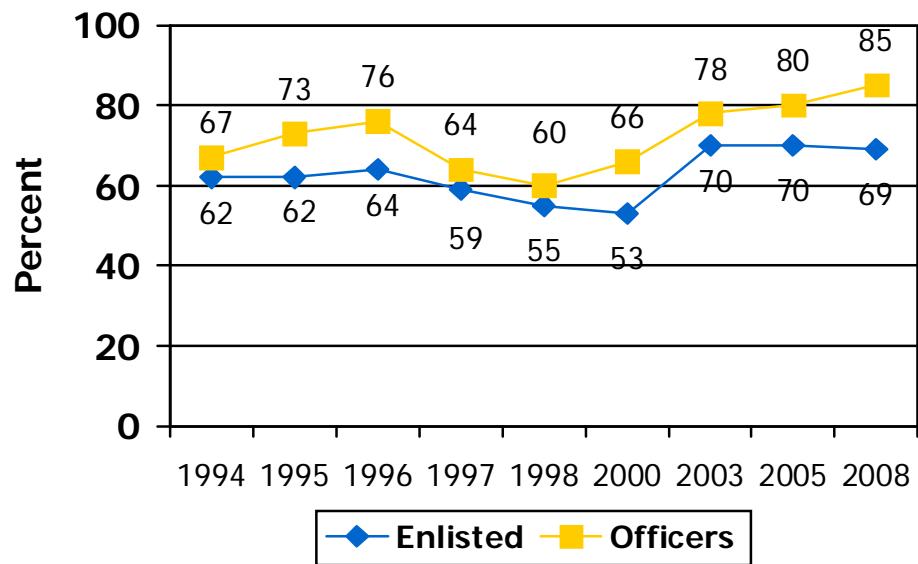


Figure 11. Percentage of Sailors who agree or strongly agree with the statement: "Women Have the Ability to Successfully Carry Out the Duties of Their Combatant Roles."⁵

As with past surveys, results of the 2008 NPS indicate that a higher percentage of officers, compared to enlisted, agree with the statements concerning gender integration. The pattern of responding between males and females is not as consistent, with males more likely to agree that leadership is supportive of gender integration, females more likely to agree that women can successfully carry out their combat roles, and equal agreement regarding the successful integration of women into combat ships and aviation squadrons. Overall, the results continue the trend of positive findings regarding gender integration.

⁵ The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

Table 17
Percentage of Sailors by group who indicated that they agree or strongly agree with the following statements regarding gender integration⁶

	Percent	
	Enlisted	Officers
Leadership in my organization is supportive of gender integration	75	91
Women have the ability to successfully carry out the duties of their combatant roles	69	85
Women are being successfully integrated into combatant ships and aviation squadrons	66	78

Table 18
Percentage of Sailors by gender who indicated that they agree or strongly agree with the following statements regarding gender integration

	Percent	
	Males	Females
Leadership in my organization is supportive of gender integration	79	71
Women have the ability to successfully carry out the duties of their combatant roles	70	80
Women are being successfully integrated into combatant ships and aviation squadrons	68	68

Leadership Satisfaction

The 2008 NPS included a number of questions regarding Sailor satisfaction with various aspects of leadership. Respondents completed questions that asked them to rate their satisfaction with leadership on five dimensions and then provide an overall assessment of the quality of leadership. The dimensions rated were training/expertise, subordinate relationships, superior relationships, support and guidance, responsiveness to Sailor concerns, and overall satisfaction with the quality of leadership. Satisfaction with leadership ratings were obtained for both immediate supervisors and command leadership. As in the past, more officers than enlisted Sailors are satisfied with their immediate supervisor (80% officer and 69% enlisted) than with command leadership (77% officer and 59% enlisted) overall. The same pattern holds for support and guidance provided by both immediate supervisors (74% officers and 67% enlisted) and command leadership (72% officers and 59% enlisted). When considered as a whole, satisfaction with leadership is lower for command leadership (62%) than for

⁶ Excludes those who declined to answer or who selected "Do not know."

immediate supervisors (71%). Responses to the adequacy of training and expertise are similar as 80 percent of Sailors believe their immediate supervisor has sufficient training and expertise while slightly less (75%) feel that their command supervisor has appropriate training and expertise.

Most officers and enlisted Sailors were satisfied with the leadership provided by their immediate supervisors (see Figures 13 and 14). A large majority indicated that they agreed that their immediate supervisors had adequate training and expertise to do their jobs (89% officers and 78% enlisted), deal well with subordinates (80% officers and 69% enlisted), deal well with superiors (80% officers and 72% enlisted), provide adequate support and guidance (74% officers and 67% enlisted), and are responsive to Sailors' needs and concerns (79% officers and 68% enlisted). Both officers (80%) and enlisted Sailors (69%) indicated their satisfaction with the quality of leadership demonstrated by their immediate supervisors.

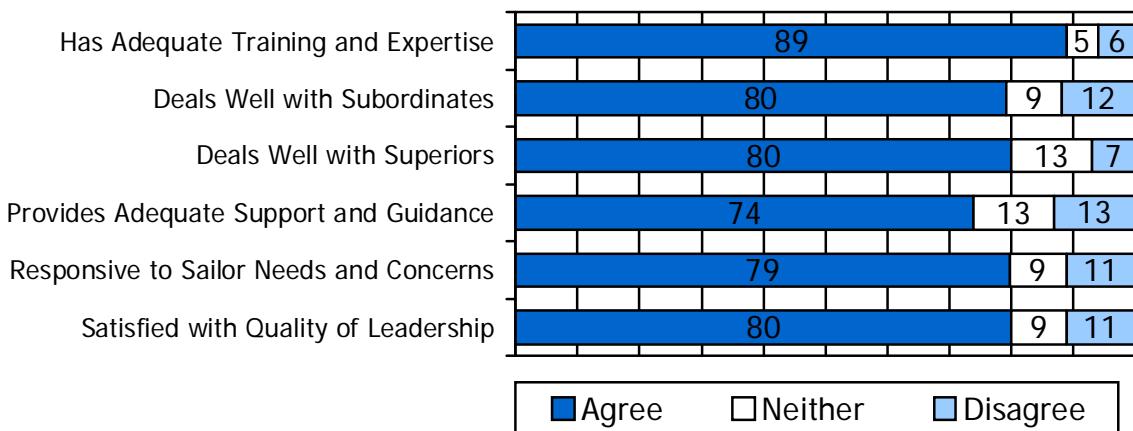


Figure 12. Officers' ratings of agreement with statements regarding their immediate supervisor.

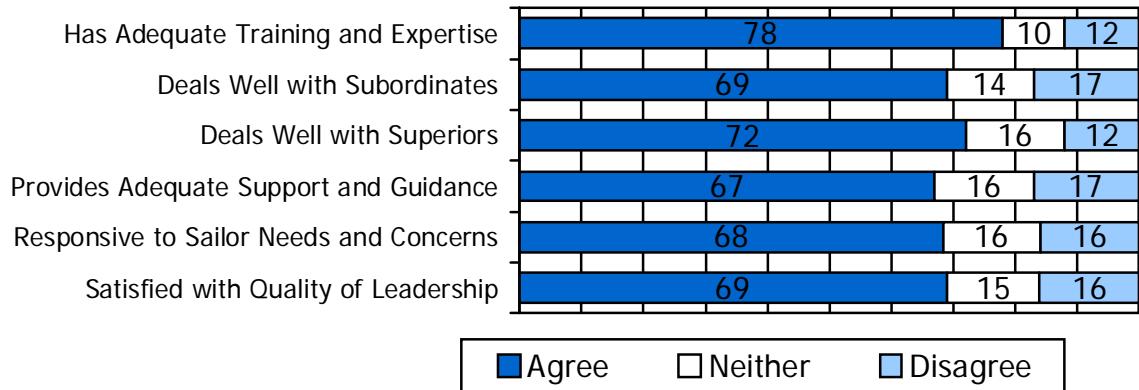


Figure 13. Enlisted ratings of agreement with statements regarding their immediate supervisor.

Consistent with previous surveys, fewer Sailors were satisfied with command leadership than they were with their immediate supervisors (Figures 15 and 16). This was particularly the case for enlisted Sailors who typically gave ratings that were approximately 7 to 11 percentage points lower than those of officers. While 88 percent of officers agreed that their command leadership has adequate training and expertise, only 73 percent of enlisted Sailors agreed. When asked how their command leadership deals with others, a higher percentage of officers than enlisted Sailors indicated that they deal well with subordinates (75% officers and 58% enlisted) and deal well with superiors (76% officers and 62% enlisted). The same pattern holds for Sailor satisfaction with the support and guidance (72% officers and 59% enlisted) and responsiveness to Sailor needs and concerns (75% officers and 58% enlisted) of command leadership.

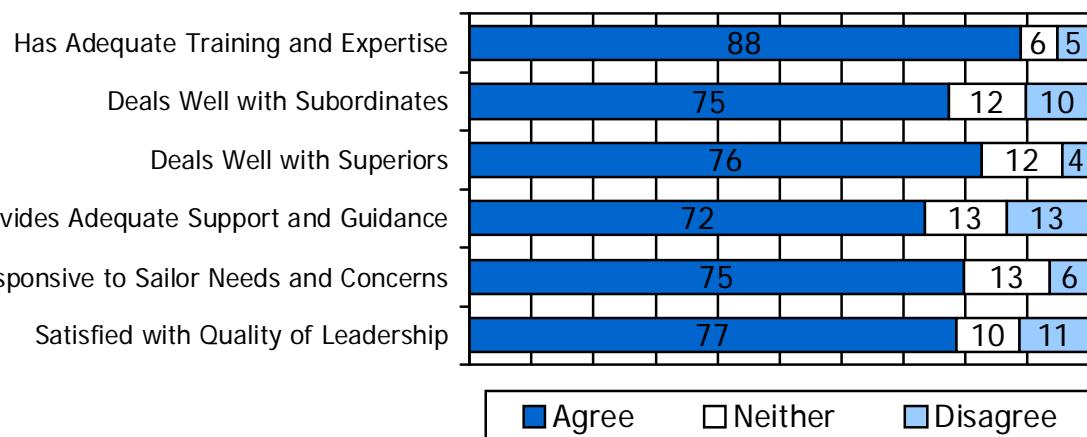


Figure 14. Officers' ratings of satisfaction with their command leadership.⁷

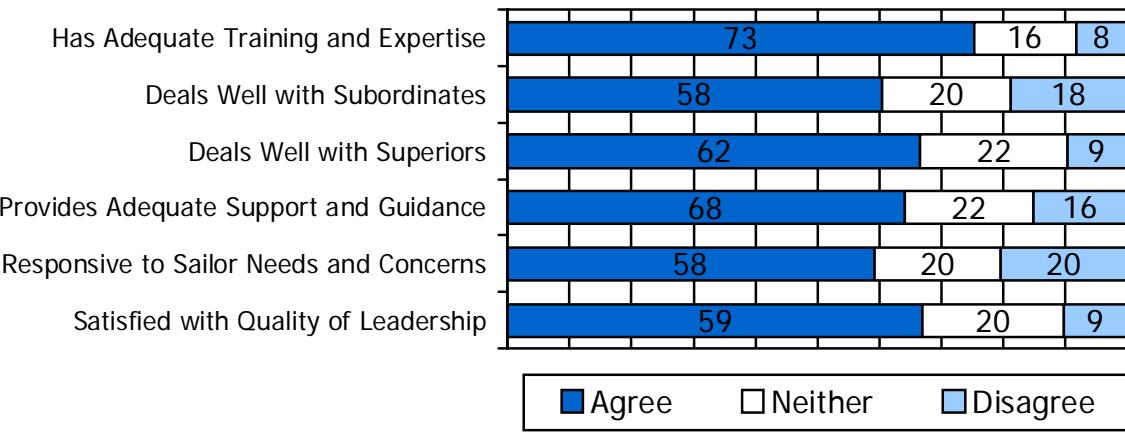


Figure 15. Enlisted ratings of satisfaction with their command leadership.⁴

⁷ Excludes those who declined to answer or who selected "Do not know."

A large majority of officers (77%) and over half of enlisted Sailors (59%) indicated they were satisfied with the quality of leadership demonstrated by their command leadership. This represents a slight increase for officers and a slight decrease for enlisted, although the differences are small and not significant (see Figure 17).

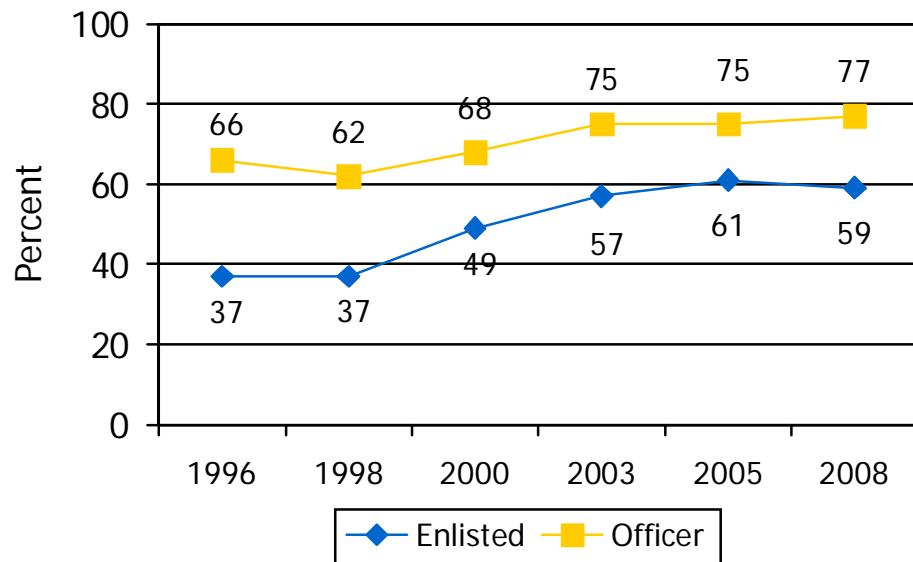


Figure 16. Percentage of Sailors who are satisfied or very satisfied with their command leadership.⁸

Career Development

The Navy invests considerable resources to promote the career development of its Sailors. The Navy's goals include developing a more skilled workforce, improvement of job satisfaction, increased retention of the best quality Sailors, and as a means of preparing Sailors for a successful transition into the reserves or civilian workforce.

The Navy's method of assessing and evaluating employee performance and achievement are through Fitness reports (FITREPs) and evaluation reports (EVALs). EVALs are for junior enlisted (E-1 to E-3) and petty officers (E-4 to E-6), while FITREPs are designed for senior enlisted (E-7 to E-9), warrant officer, and commissioned officers. Overall, slightly less than half (47%) of Sailors are satisfied with the current EVAL/FITREP system. However, most Sailors report that their last EVAL/FITREP was fair and accurate (81% officers and 67% enlisted), conducted in a timely manner (84% officers and 67% enlisted), allowed for their own input (93% officers and 73% enlisted), and recognized their

⁸ The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999 no data were available for that year.

accomplishments (73% officers and 54% enlisted). While a majority of officers (59%) indicated that they had been recognized with appropriate awards for their performance, only 40 percent of enlisted agreed.

Table 19
Percentage of Sailors who indicated they agree or strongly agree with the following statements regarding EVALS/FITREPS

	Percent Enlisted	Officers
I have a clear understanding of the present EVAL/FITREP system	77	89
My last EVAL/FITREP was fair and accurate	66	81
My last EVAL/FITREP was conducted in a timely manner	67	84
I was able to submit my own input at my last EVAL/FITREP	73	93
My last advancement/promotion recommendation was fair/accurate	68	84
I am satisfied with the present Navy EVAL/FITREP system	46	57
The most qualified and deserving Sailors score the highest on their EVAL/FITREPs	33	41
I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs	54	73
I feel that I have been adequately recognized for my accomplishments with appropriate awards	59	40

Sailors were also asked how well the current EVAL/FITREP process matches their own expectations for accuracy. Table 19 indicates that less than half of the respondents (41% officers and 33% enlisted) believed that the most qualified and deserving Sailors rank highest on their EVALs/FITREPs, with the lowest levels of satisfaction occurring between junior enlisted (E-1 and E-3) and petty officers (E-4 to E-6) (see Figure 18 for complete breakdown by pay grade). These findings are consistent with findings from previous administrations of the NPS, as the percentage of Sailors who are satisfied with the current EVAL/FITREP system continues to be low.

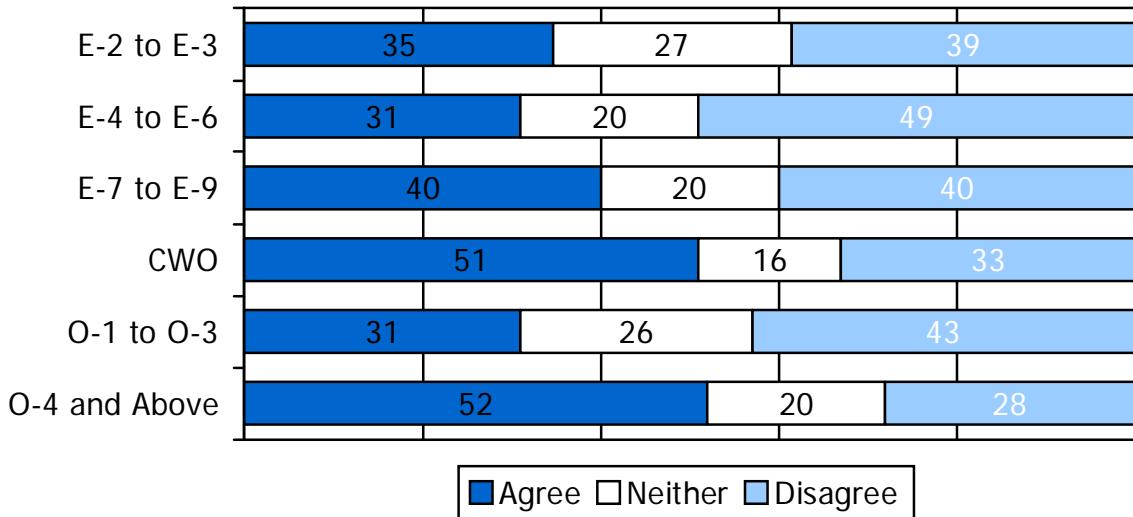


Figure 17. Percentage of Sailors who agree or disagree with the following statement: *"The Most Qualified and Deserving Sailors Score Highest on Their EVALS/FITREPS."*

The Navy also provides other informal mechanisms to further encourage Sailor career development. These include mid-year career counseling, as well as providing command career counselors, detailers, and others who can provide information that may be helpful to Sailors. Results indicated that while the formal parts of the Navy career development (i.e., EVAL/FITREP) process appear to be working well, this is less the case for the more informal mechanisms. While just over half of officers (58%) report that they have been given proper career development and guidance by their immediate supervisor, less than half of enlisted (47%) feel the same (see Table 20).

Table 20
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding career development and career path

	Percent Enlisted	Percent Officers
I have a clearly defined path for my designator, rating, or community	55	71
I have made sufficient progress in my advancement for my designator, rating, or community	61	82
I have been given adequate counseling/guidance on my career development by my immediate supervisor	47	58
I have been given adequate counseling/guidance on my career development by my division, department, or command career counselor	43	44

Sailors were also asked about the career path they chose to pursue. The majority of respondents (71% officers and 55% enlisted) believed that they had a clearly defined career path for their designator, rating, or community (see Table 20). In addition, most (82% officers and 61% enlisted) indicated they had made sufficient progress in their advancement/career development for their designator, rating, or community.

Since the results for career development and performance evaluation were both positive and negative, it might be expected that results for satisfaction with advancement and promotion would be mixed as well. The results supported these expectations. While most Sailors (80%) report that they understand the Navy advancement system, a little over half of officers (53%) and a third of enlisted (34%) reported that they are satisfied with it (see Table 21). In contrast the majority of Sailors (84% officers and 68% enlisted) believed their last promotion recommendation was fair and accurate and most believe (58% officers and 66% enlisted) that they will be advanced or promoted within their current term of service. These results are generally slightly lower than the findings from the 2005 NPS, although the difference was small and within the margin of error.

Table 21
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding career advancement

	Percent Enlisted	Officers
I have a clear understanding of the present Navy advancement/promotion system	79	85
I am satisfied with the present Navy advancement/promotion system	34	53
I believe the most qualified and deserving Sailors get advanced/promoted	29	38
I expect to be advanced within my current term of service	66	58

Interestingly, while Sailors feel they have been treated fairly in their own promotion recommendations, many do not believe that others who are deserving of promotion are currently getting promoted within the Navy. Slightly more than half of enlisted Sailors (54%), especially petty officers (E-4 to E-6), and slightly more than one-third of Officers (38%) disagreed with the statement “the most qualified and deserving Sailors get promoted” (see Figure 18). These findings are similar to results from previous NPS studies.

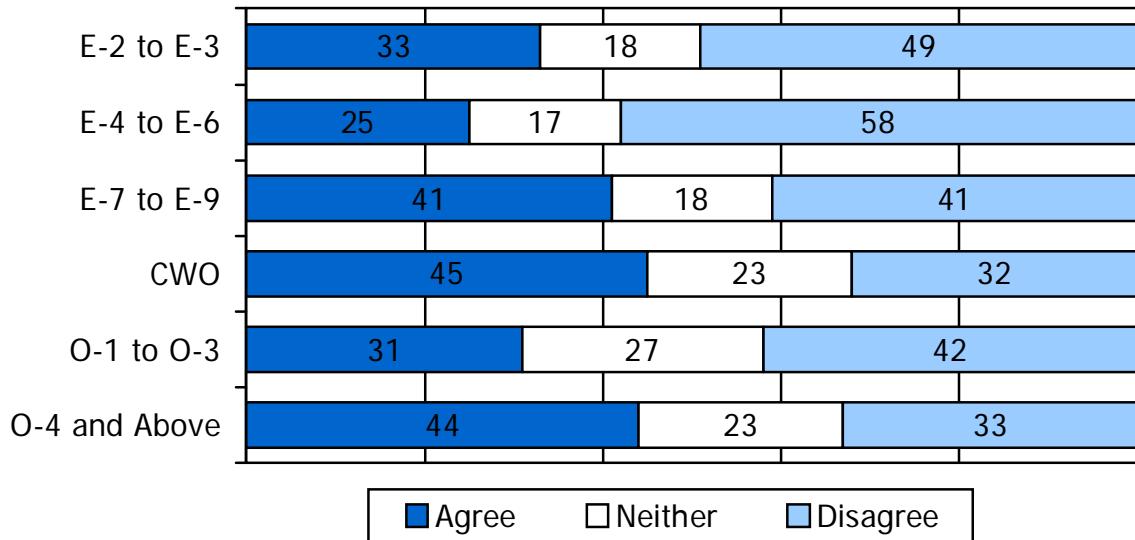


Figure 18. Percentage of Sailors who agree or disagree with the following statement: *"The Most Qualified and Deserving Sailors Get Promoted."*

Morale

Morale is a key component of quality of work life, which has been tracked on the NPS since 2000. When asked to rate the current state of morale at their command, 30 percent of Sailors indicated that morale was low, 39 percent of respondents indicated that morale was medium, and 31 percent indicated that morale was high (see Figure 20 for complete breakdown by pay grade). Compared to the 2005 NPS, there has been an overall decrease in Sailors reporting high morale and an increase in Sailors reporting medium and low morale (see Figure 20).

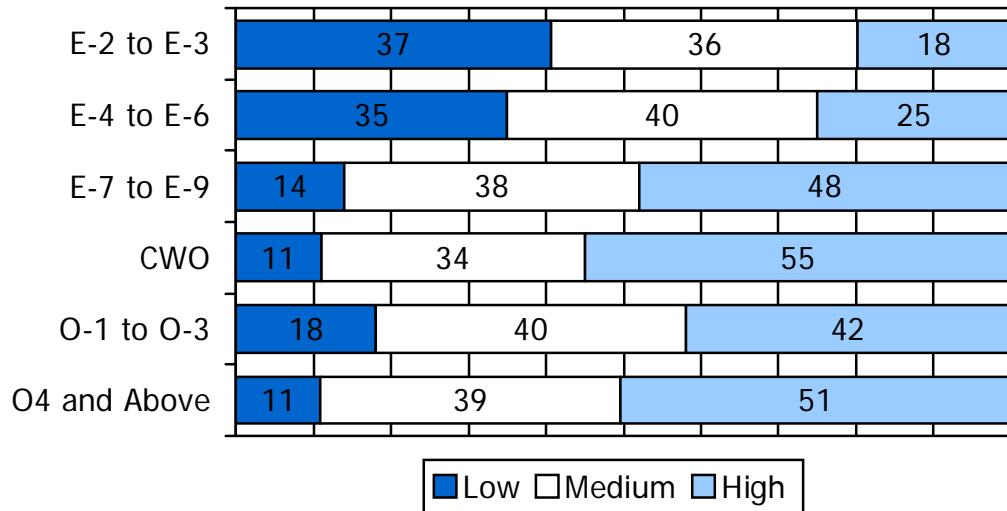


Figure 19. Sailor ratings of morale at present (or most recent) command by pay grade.

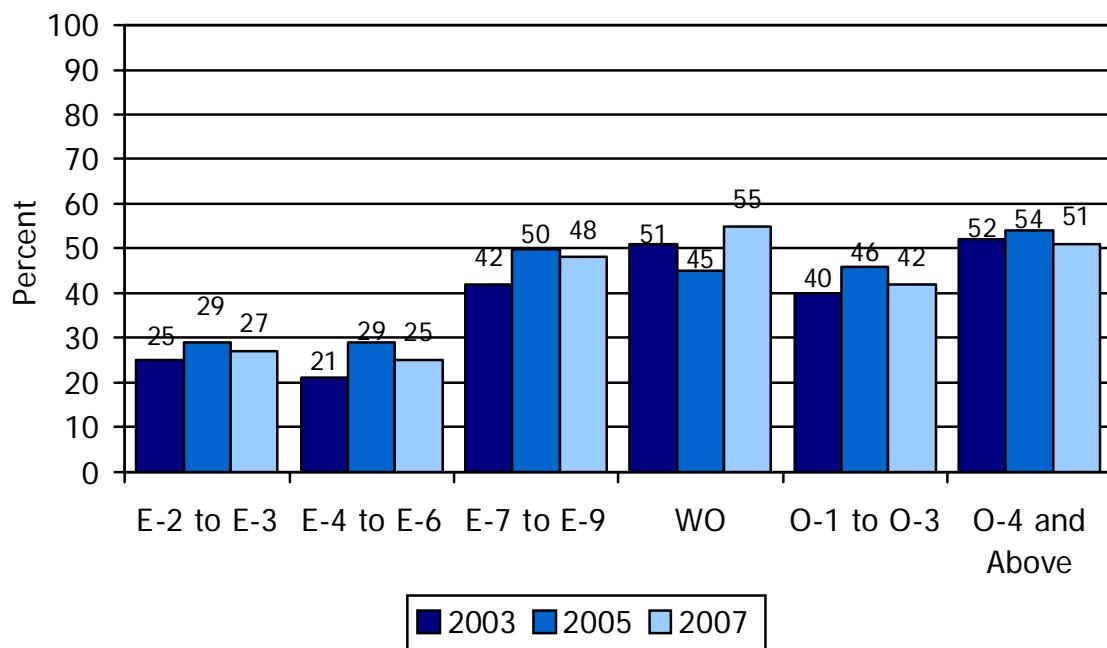


Figure 20. Percentage of Sailors reporting "High" command morale by paygrade from the 2000 NPS and the 2003 NPS.

Sailors indicated a number of different factors influence their current level of morale. (see Tables 22 and 23). The top five factors that respondents indicated had a positive influence on their morale were co-workers (66%); immediate supervisors (64%); quality of education programs (60%); performance of the crew, work team, or ship on exercise (56%); and Navy Support Services (MWR, PSD, housing, etc.) (56%).

Table 22
Top Five (5) factors having a significant positive impact on morale

Enlisted	Officers
1. Co-workers/Shipmates	1. Co-workers/Shipmates
2. Immediate Supervisor	2. Immediate Supervisor
3. Quality of Education Programs	3. Command Leadership
4. Navy Support Services (MWR, PSD, housing, etc.)	4. Performance of the crew, work team, or ship on exercises
5. Performance of the crew, work team, or ship on exercises	5. Quality of Education Programs

Sailors also identified which factors had a negative influence on morale (see Table 23). Officers and enlisted agreed on three of the top five factors that had a negative influence on their morale: unit/workgroup Manning (42%), workload (39%), and TEMPO (35%).

Table 23
Top five (5) factors having a significant negative impact on morale

Enlisted	Officers
1. Unit/Workgroup Manning	1. Unit/Workgroup Manning
2. Workload	2. Workload
3. TEMPO	3. TEMPO
4. Amount of time off	4. Pace of work
5. Pace of work	5. Amount of time off

Job Satisfaction

Historically, job satisfaction has been seen as a key factor in predicting both the satisfaction of the workforce and the likelihood of members to stay or leave active duty service (Cranny, Cain-Smith, & Stone, 1992; Sanchez, Bray, Vincus & Bann, 2004; Vroom, 1982). As it is such an important work life variable, it has been tracked on the NPS since its inception.

Overall, the majority of Sailors are currently satisfied with their Navy jobs (73% officers and 59% enlisted). Figure 22 presents the results of the job satisfaction question by paygroup. It is clear that job satisfaction increases with rank and time in service. Those with the highest levels of job satisfaction currently hold higher paygrade ranks and have invested more time in their Navy careers.

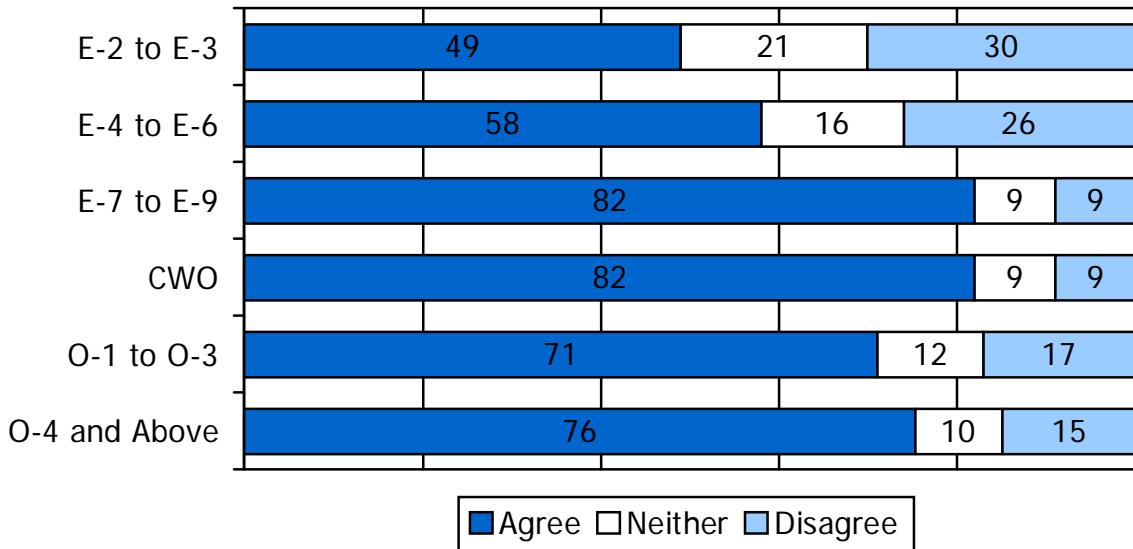


Figure 21. Percentage of Sailors who are satisfied or dissatisfied with their Navy job.

To evaluate the trend in job satisfaction across time, Figure 26 presents survey findings from 1990 to 2007. Reviewing Figure 22, it is clear that job satisfaction remained stable through most of the 1990s, typically not varying more than 3 to 5 percentage points. The year 2000 saw the greatest drop in job satisfaction for both officers (65%) and enlisted Sailors (47%) which coincided with force shaping that the Navy was doing at the time.. However, the administration of the NPS in 2003 shows a jump of 8 and 10 percentage points in enlisted and officer ratings, respectively. The most recent administration of the NPS indicates a slight decrease in job satisfaction (73% officers and 59% enlisted), although the decrease is within the margin of error. This indicates that while job satisfaction was relatively stable for nearly a decade, it reached a low around the year 2000, reached nearly historical high levels in 2005, and is now likely showing a natural leveling off. It is also interesting to note the consistent discrepancy between the job satisfaction ratings of officers and those of enlisted. Officers appear to be more satisfied with their Navy jobs than enlisted are by an average of about 14 percentage points. These results are consistent with others in the survey that highlight a continuing disparity in the perceptions of work experiences of Navy officers and enlisted personnel.

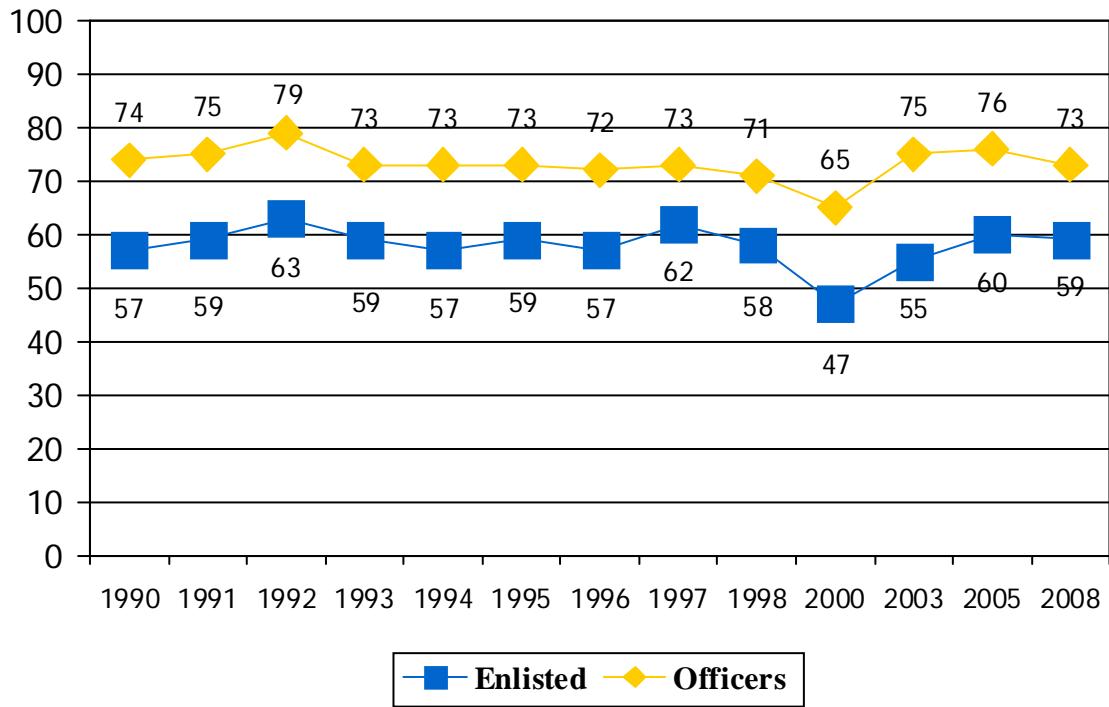


Figure 22. 1990–2007 Trend: Percentage of Sailors who are satisfied or very satisfied with their Navy job.

In addition to the overall measures of job satisfaction, respondents were also asked to indicate their satisfaction with various aspects of their jobs ranging from feelings of accomplishment from the job to availability of parts and supplies to get the job done (see Figure 24). Across both officers and enlisted respondents, the aspects of Navy jobs that Sailors were most satisfied with included “job security” (75%), “the amount of responsibility I have at my job” (74%), “physical working conditions” (69%), and “the amount of freedom given to do the job” (68%). As with other measures of quality of work life, officers were consistently more satisfied than enlisted personnel were. However, with the exception of availability of parts/supplies, the ratings for both were well above 50 percent satisfaction for all the other items. The finding of relative lack of satisfaction with the availability of parts/supplies has been found on other DoD surveys and appears to be an issue that is not unique to the Navy.

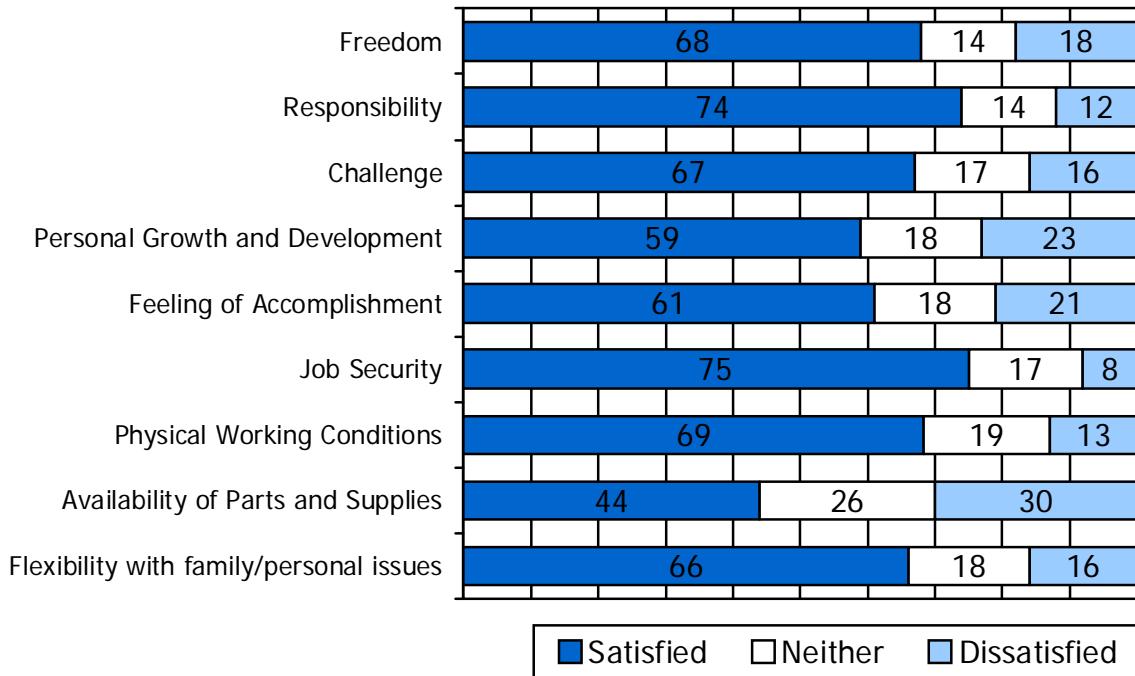


Figure 23. Percentage of Sailors who are satisfied or dissatisfied with various aspects of their job.

Global Feelings about the Navy

In 2005, some Navy leaders expressed concern that a number of proposed force-shaping and related personnel changes being considered not impact the overall feelings/views that Sailors have about the Navy. The term they used was “tone” and expressed an interest that this construct be assessed on Navy-wide surveys. Navy tone is an overall measure of how Sailors feel about the Navy. This includes what a Sailor may feel, say, and hear about their job, career, quality of life, and whether the Navy is moving in the right direction. Tone as measured on the NPS includes the components of communication, job security, fairness, and image.

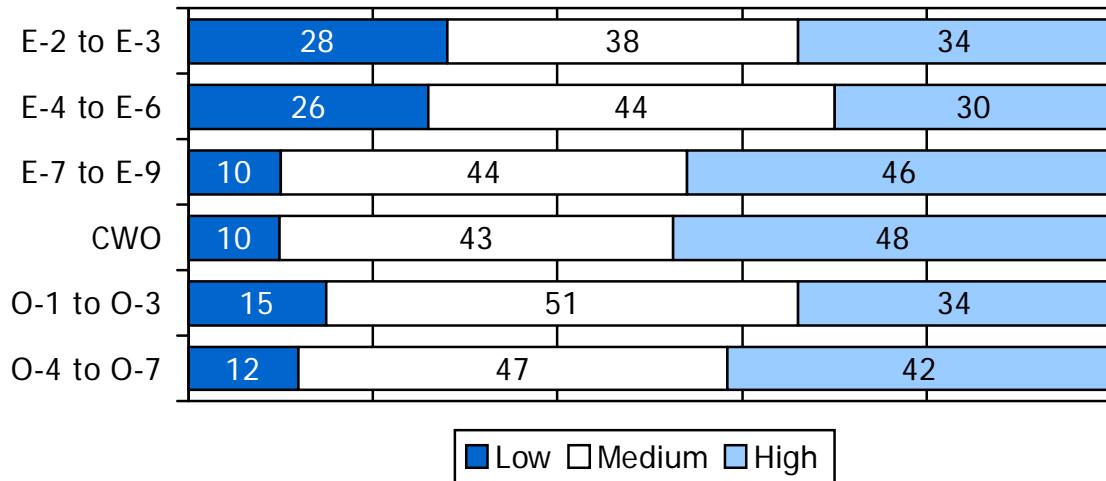


Figure 24. Sailor ratings of current Navy tone.

Figure 24 provides a detailed breakdown of ratings of the current Navy tone. As pay grade increases, so does the percentage of Sailors who report the Navy's tone as "high." This pattern is found with variables similar to "tone," such as job satisfaction and satisfaction with Navy life, and this pattern was found in 2005. Sailors were also asked to indicate the level of tone for their command. Reported level of command tone similarly increases at the higher pay grades (See Figure 25).

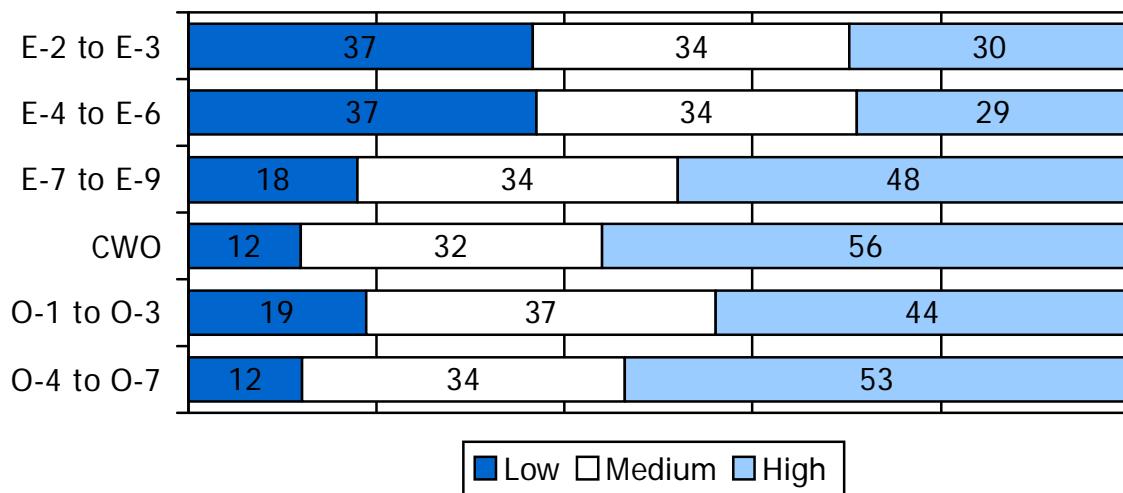


Figure 25. Sailor ratings of current command tone.

Communication

In any organization, communication is extremely important to maintain a proper level of functioning. This is especially true in the Navy, as information must be conveyed to over 300,000 Sailors. Effective communication is known to have positive effects upon organizational members by motivating them to work harder (Argenti, 1998). It is also important that communication activities be integrated to support the achievement of organizational goals and strategies (Aberg, 1990). Items in this section assess Sailors' opinions about communication as it relates to goals, strategies, policies, and career changes. Unlike overall Navy and command tone, there is less variation by paygrade regarding the Navy's communication of goals and strategies. A slight majority of Sailors (53% officers and 52% enlisted) agree that the Navy clearly communicates its goals and strategies (see Figure 26). This pattern holds for the other communication questions, with agreement typically ranging between 50 and 65 percent and percentage agreement among enlisted and officers are very similar. The one exception is "Leadership at this command communicates a positive attitude about the Navy," where there was a 20 percentage point difference in responses (82% agreement among officers; 62% agreement among enlisted).

Table 24
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding communication

	Percent Enlisted	Officers
The Navy clearly communicates its personnel goals and strategies for the future	53	52
Navy senior leadership keeps Sailors informed about changes that will affect their careers	56	57
Leadership at this command communicates a positive attitude about the Navy	62	82
My command leadership informs me of Navy policies that may affect my career	65	69
In the last six months, someone in my Chain of Command has talked to me about new career initiatives that may affect me	44	45
In the past 6 months, I've heard rumors about new policies, which make me worry about my career	46	40

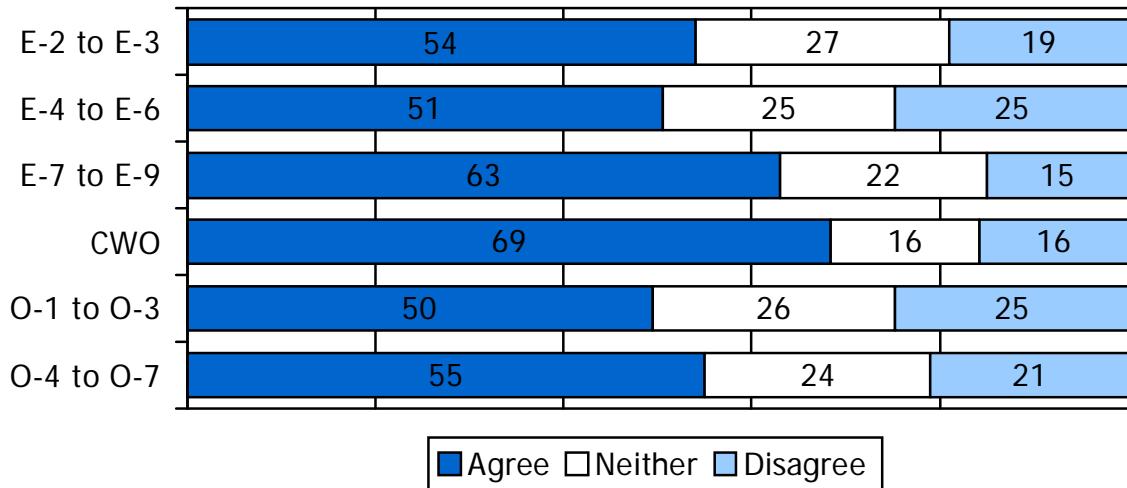


Figure 26. Sailors' level of agreement with the statement: "The Navy clearly communicates its personnel goals and strategies for the future."

Job Security

The Navy, along with many other organizations, is influenced by an ever-changing economy that is forcing the implementation of ideas such as lowering end-strength through force-shaping policies to save costs, while also maintaining productivity and effectiveness. The result of these sorts of actions in the civilian sector has been an increasing sense of job insecurity among workers (Greenhalgh & Rosenblatt, 1984). Job security refers to one's concern and uncertainty regarding the future of their job (Hartley, Jacobson, Klandermans, & Van Vuuren, 1991). Research has reported that feelings of job insecurity are associated with decreased employee well being, decreased creativity/problem-solving, and lower levels of job satisfaction (Ashford, Lee, & Bobko, 1989; Probst, Stewart, Gruys, & Tierney, 2007). Insecure feelings about one's job has also been found to decrease desire to remain with their organization (Dekker & Schaufeli, 1995). In the Navy's effort to retain the best quality Sailors while optimally shaping the workforce, job security should be of concern.

Six items in the Global Feelings About the Navy section focus on Sailors' views about the outlook of their future with the Navy. This includes items addressing respondents' level of agreement with statements such as "I feel positive about my future Navy career" (see Figure 27), "My future in the Navy appears secure as long as I do a good job," and "I am concerned that future policy changes will hurt my job." Overall, the majority of Sailors reported positive feelings toward their Navy career (61% officer and 54% enlisted). There is slightly less agreement in 2008 that "the Navy is doing all it can to protect my job," than in 2005 (Whittam, 2008).

Table 25
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding job security

	Percent Enlisted	Officers
I feel positive about my future Navy career	51	61
The Navy is doing all it can to protect my job security	48	52
My future in the Navy appears secure as long as I do a good job	64	72
I would be willing to change my rating/designator if it was the only way I could stay in the Navy	38	26
I am concerned that some of my fellow Sailors may soon lose their jobs	37	24
I am concerned that future policy changes will hurt my job	44	34

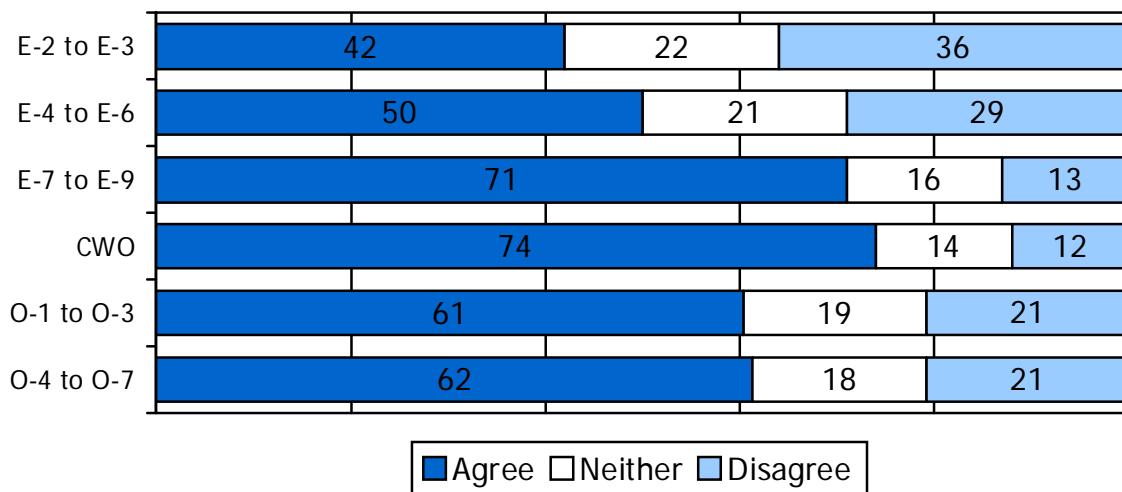


Figure 27. Sailors' level of agreement with the statement:
"I feel positive about my future Navy career.

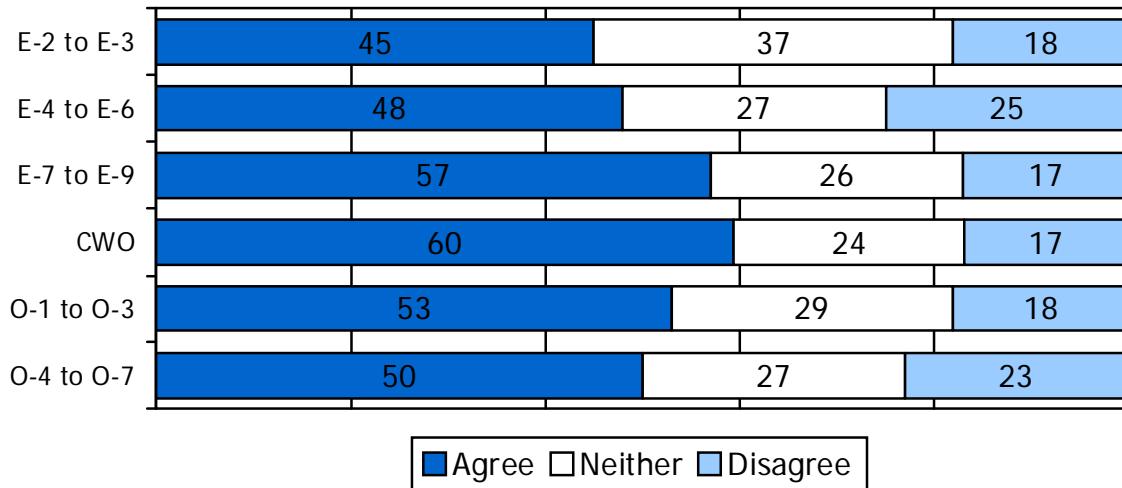


Figure 28. Sailors' level of agreement with the statement: *"The Navy is doing all it can to protect my job security.*

Fairness

Organizational justice, or fairness, deals with the perception of outcomes (e.g., pay, bonuses), policies and procedures, and the way in which supervisors communicate with, and behave toward, the recipient of the justice (e.g., honesty, respect) (Cohen-Charash & Spector, 2001; Tyler & Bies, 1990). Fairness can influence a variety of organizational outcomes including performance level, workplace attitudes, and the potential to engage in positive behaviors that are not formally required (e.g., Brockner & Wiesenfeld, 1996; Konovsky & Cropanzano, 1991; Moorman, 1991). Given that the perception of fairness can impact such vital aspects of the organization, it was included as part of the items to assess global opinions about the Navy.

The 2008 NPS included four items concerning fairness as it pertains to Navy policies and interactions. Sailors were asked the extent to which they agree or disagree with statements such as "The Navy's personnel policies seem fair to me" and "I trust the Navy to look out for my best interests" (see Table 23). Almost two-thirds of officers agree that personnel policies seem fair, whereas only half of enlisted agreed. Fewer than half of Sailors agreed with the other three statements. The same percentage of enlisted and officers (34%) agree that the Navy's policies are retaining the best Sailors in the Fleet. Similarly, when asked about confidence that policies affecting the size of the Navy will be administered fairly and consistently, only 37 percent of enlisted and 39 percent of officers were in agreement. Only 31 percent of Sailors indicated that they trust the Navy to look out for their best interest.

These numbers represent a slight decrease from 2005, although the decrease is 5 percentage points or less (Whittam, 2008). However, given such low percentages of agreement of both officers and enlisted with these items, and the general downward trend compared to 2005, it seems that Sailors have an overall negative feeling toward fairness of policies; and this should be a point of concern that Navy leadership should attempt to improve.

Table 26
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding fairness

	Percent Enlisted	Officers
The Navy's personnel policies seem fair to me	50	62
The Navy's policies are retaining the best quality Sailors in the Fleet	34	34
I trust the Navy to look out for my best interests	32	27
I am confident that policies that affect the size of the Navy will be administered fairly and consistently	37	39

Image

Image is another concept that has been included in the assessment of Global Feelings About the Navy. Image refers to characteristics of an organization such as good citizenship, progressive workplace practices, etc. that can be perceived and interpreted by individuals (Aiman-Smith, Bauer, & Cable, 2001; Si & Hitt, 2004). These images can be tangible or intangible and affect how people behave within the organization as well as the operation and success of the organization (Carmeli, Gilat, & Waldman, 2007; Mignonac, Herrbach, & Guerrero, 2006; Gray & Smeltzer, 1988; Lindquist, 1974). Navy image may be important in the recruitment and retention processes as the Navy tries to attract and later retain high quality Sailors. Research suggests that an individual may be attracted to an organization based upon the perception of its image or its values (Chatman, 1989; Rynes, 1991; Turban & Keon, 1993). Navy image is also important to current Sailors, as they want to feel they are a part of an organization that is looked upon in a positive way by others. Figure 29 provides a breakdown of the percentages of Sailors who would recommend the Navy as a good place to work, where overall, the majority of Sailors report agreement (73% officers and 57% enlisted). Conversely, only one-third of Sailors agree that the Navy of tomorrow will be better than the Navy of today (see Figure 30 for a complete breakdown by paygrade). This indicates that Sailors feel that the Navy would be a good place to work currently, but may not be as confident about what the future holds.

Table 27
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding navy image

	Percent	Officers
	Enlisted	Officers
If asked today, I would encourage other to join the Navy	56	70
I talk about the Navy to my friends as a good organization	62	78
I would recommend the Navy as a good place to work	57	73
I would consider wearing civilian clothing with Navy/squadron/ship logos	52	62
Information I hear about the Navy from non-Navy sources is usually positive	48	67
Comments I hear about the Navy from my fellow Sailors are usually positive	28	50
The Navy of tomorrow will be better than the Navy of today	31	39

Many Sailors indicate that the information they hear from fellow Sailors is not positive, particularly among enlisted, and only 51 percent overall report that information they hear from non-Navy sources about the Navy is positive. These findings are similar to those from 2005 and continue to suggest the need for strategies to address this area.

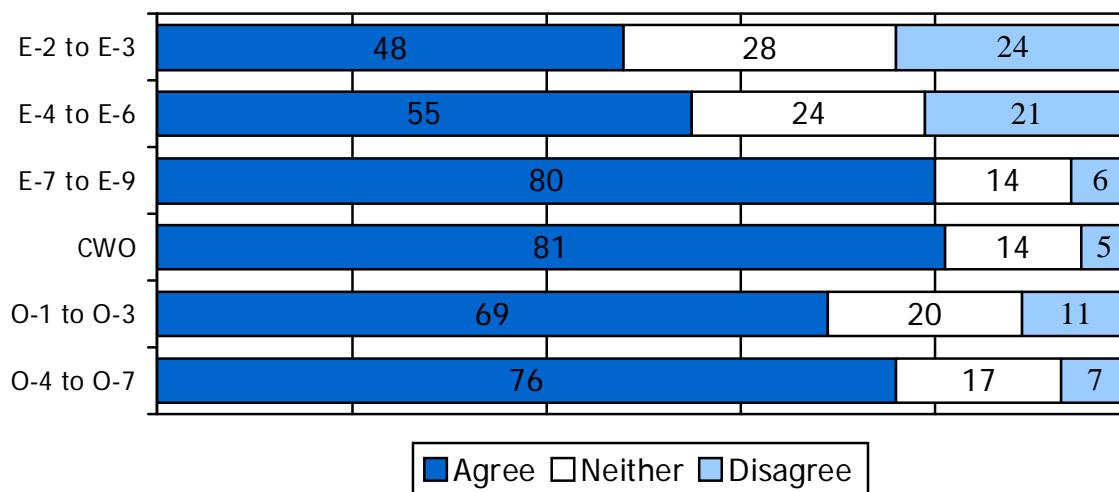


Figure 29. Percentage of Sailors who agree or disagree with the statement: “I would recommend the Navy as a good place to work.”

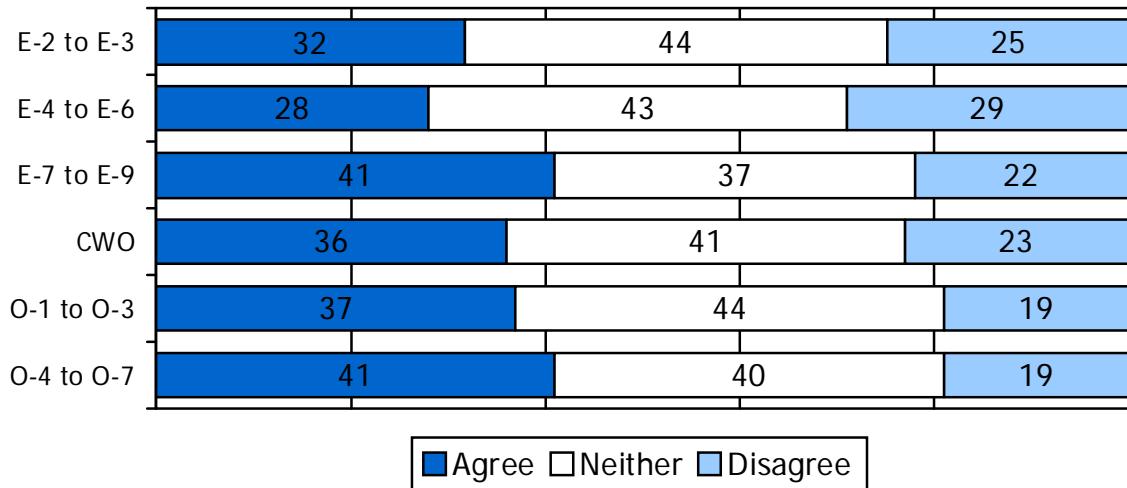


Figure 30. Percentage of Sailors who agree or disagree with the statement: *“The Navy of tomorrow will be better than the Navy of today”*

Retention Indicators

Because retention has long been seen as a key organizational outcome measure for the Navy, the NPS has been asking about the career retention intentions of Sailors since the survey began in 1990. In addition to asking about how likely it is that Sailors will reenlist or continue their Navy career, the 2008 NPS also asks about the influence of other individuals on their next career decision, organizational commitment (a key factor in retention decisions), and both short and long-term career plans.

Factors Influencing Sailor Career Decisions

In an effort to capture the range of factors that will impact a Sailors' next career decision, respondents were asked to rate the importance of 18 items according to how they will influence their decision to remain in the Navy. Percentage of endorsement was then calculated across all responses to determine the most important factors that respondents indicated will influence their next decision to stay or leave the Navy (see Table 28). Of the factors endorsed by respondents as contributing to a desire to stay, all 10 factors were the same for both officers and enlisted Sailors, although the relative importance of each factor was different for each group. Among both officer and enlisted respondents, the most important factors impacting their likelihood to stay or leave the Navy included “retirement benefits,” “enjoyment of your Navy job,” and “military healthcare.”

Table 28
Most important factors that will influence Sailors' next career decision to stay in the Navy

Enlisted	Officers
1. Retirement Benefits	1. Retirement Benefits
2. Military Health Care	2. Enjoyment of Navy Job
3. Enjoyment of Navy Job	3. Military Health Care
4. Location of next duty assignment	4. Type of next duty assignment
5. Advancement/Promotion Potential	5. Location of next duty assignment
6. Type of next duty assignment	6. Advancement/Promotion Potential
7. Access to college or graduate education programs	7. Military Pay
8. Family needs	8. Access to college or graduate education programs
9. Military Pay	9. Family needs
10. Special Pays	10 Special Pays

When deciding whether to stay or leave the Navy, Sailors also consider the impact the decision will have upon other people. This includes the opinions and influence of spouses (or significant others), children, other family members, peers, supervisors, and other leadership on their decision to stay or leave the Navy. Navy policymakers stress the importance of marketing Navy careers to spouses, families, and others as a way of increasing the likelihood that Sailors will decide to stay in the Navy. The survey asked respondents to indicate how important each of these different types or classes of people were to their career decisions. The results yielded similar findings for both officers and enlisted Sailors. Of those who are married, the majority of respondents (53% officers and 59% enlisted) indicated that spouses (or significant others) had the largest impact, compared to others, on their decision to stay or leave the Navy (see Figure 32). Regarding the impact of those outside of spouse and children, co-workers and immediate supervisors appear to have the largest influence.

In addition to spouses (or significant others) and children, leadership, military peers, and parents appear to have an important influence on Sailors' career decisions (see Figure 31). Slightly less than half of officers (43%) and nearly one-third of enlisted (30%) reported that their command leadership will have a significant influence on their next career decision, while 40 percent of officers and 32 percent of enlisted indicate that their immediate supervisor will influence their next decision. Military peers have slightly greater effects than do immediate supervisors on the decision to stay or leave the Navy (44% officers and 34% enlisted). Also slightly less than one-third of officers (29%) and 30 percent of enlisted indicated that their parents or other relatives will have a significant influence. Taken together, these results indicate that a focus on the positive impact of spouses (or significant others), peers, and leadership should increase the numbers of Sailors who choose to stay on active-duty in the future.

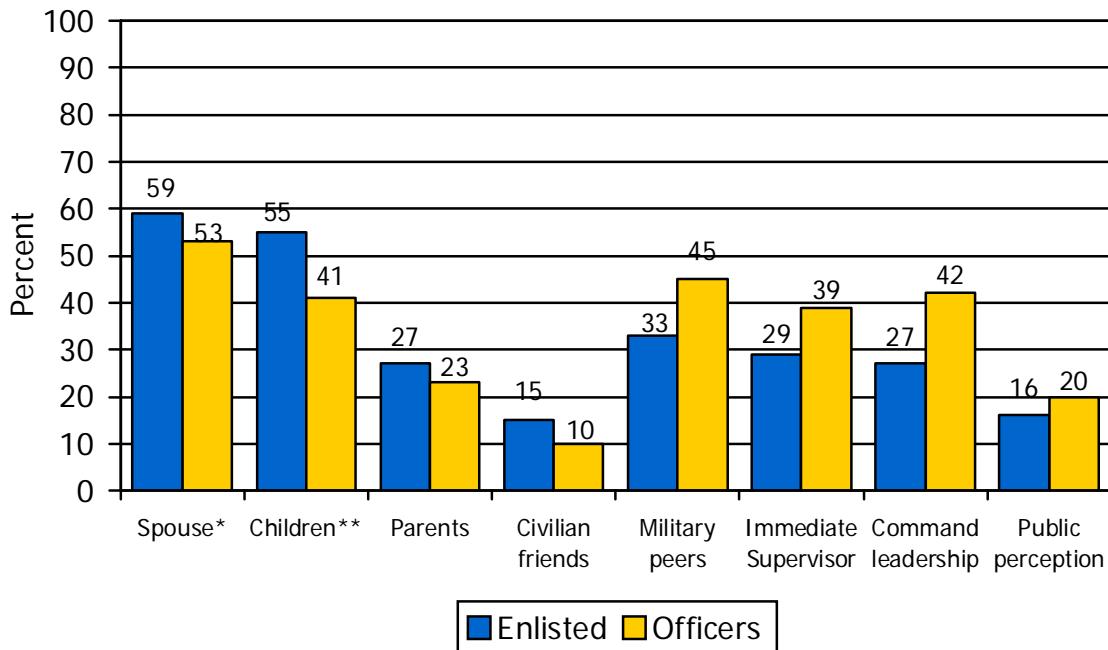


Figure 31. Percentage of Sailors who reported that the following types of people will influence their next career decision to stay in the Navy.

*Includes only those Sailors who are married.

**Includes only those Sailors who with children under age 21 living at home.

Organizational Commitment

Organizational commitment has interested researchers studying organizational behavior for many years. It is the degree to which an individual identifies with an organization and its goals and wishes to maintain membership in order to facilitate these goals (Mowday, Steers, & Porter, 1979). Researchers believe that organizational commitment is an important factor when making key career decisions. Employees who experience high organizational commitment engage in behaviors that are believed to be beneficial to the organization (Jaros, 1997; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), and highly committed employees tend to remain with their organizations (Cohen, 1993; Meyer, et al., 2002; Michaels & Spector, 1982; Mowday, Porter, & Steers, 1982). As in previous administrations, the 2008 NPS used a modified version of the affective organizational commitment scale developed by Allen and Meyer (1990) for measuring Sailors' commitment. The individual questions that make up the organizational commitment scale included items dealing with the Sailors' affect, or emotional attachment to the Navy, and sense of "belonging" to the Navy.

As indicated in Table 29, the majority of Sailors (84% officers and 63% enlisted) agreed "the Navy has a great deal of personal meaning for me." While the majority of officers also indicated they "feel like I'm 'part of the family' in the Navy" (75%), "feel a strong sense of belonging in the Navy" (73%), and "feel 'emotionally attached' to the Navy" (67%), the same was not true for enlisted who

endorsed these items at much lower rates. Furthermore, there was no majority endorsement for either officers or enlisted for the item “I do not think that I could become as easily attached to another organization as I am to the Navy.” These results also indicate that officers tend to have greater levels of organizational commitment to the Navy than enlisted do.

Table 29
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding feelings toward the Navy

	Percent Enlisted	Officers
The Navy has a great deal of personal meaning for me	63	84
I feel like I’m “part of the family” in the Navy	52	75
I feel “emotionally attached” to the Navy	41	67
I do not think that I could become as easily attached to another organization as I am to the Navy	33	45
I feel a strong sense of belonging in the Navy	47	73

The five items pertaining to organizational commitment can be summed to form an organizational commitment score. A minimum score of 5 and a maximum score of 25 are possible for the 5-item scale, where lower scores indicate lower organizational commitment. Overall, the mean scores for each of the various pay categories are similar to those from the 2003 and 2005 NPS (see Figure 33). Most notably, the mean organizational commitment scores increased slightly for each of the higher pay groupings with Chief Warrant Officers (CWOs) being somewhat akin to senior enlisted. As rank and tenure increase, so do organizational commitment scores.

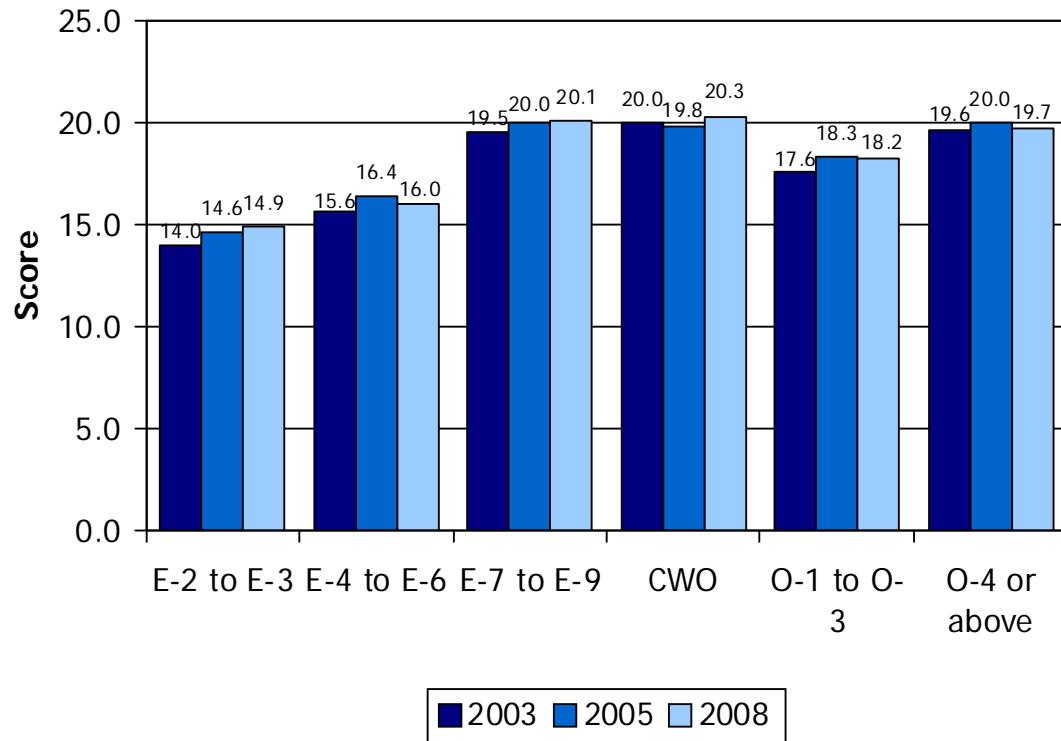


Figure 32. Average organizational commitment score.

Sailor Career Plans

Since the NPS began in 1990, the survey has asked Sailors about their intentions to stay or leave the Navy. Previous research has established that career intentions tend to be one of the main predictors of whether employees stay with or leave an organization (Doran, Stone, Brief, & George, 1991; Martin & Hafer, 1995; O'Quin & LoTempio, 1998; Steel & Ovalle, 1984; Vandenberg & Nelson, 1999). The 2008 NPS asked respondents about their career intentions from a number of different perspectives ranging from their next career decision (e.g., reenlistment or continuation) to short-term (e.g., under 10 years) and long-term (e.g., 20 or more years) career intentions. The results of these items are presented below and are broken out by officers and enlisted and, where appropriate, by retention zones. Retention zones represent a standard grouping of years of service which coincide with the points at which Sailors make reenlistment (enlisted) or continuation (officers) decisions. The standard Navy retentions zones are: Zone A (1–6 years); Zone B (7–10 years); Zone C (11–14 years).

Short-term Career Plans

Respondents were asked about their current career intentions. Table 26 presents the percentage of Sailors who reported that they agreed with each of the statements listed. Overall, almost all Sailors (96% officers and 92% enlisted) intended to complete their current term of service or obligation. This is in contrast to those who plan to reenlist (45%) or continue (54%) a career with the Navy. Respondents were also asked to indicate if they intended to serve out their current term of service or leave before they had completed their current obligation.

Table 30
Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding their feelings about the Navy

	Percent	
	Enlisted	Officers
I plan to serve out my current term of service or obligation	96	92
I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy	45	54
I plan to stay in the Navy for a full career (20 or more years) if possible	46	69

Survey participants were questioned about their intention to continue their service with the Navy (see Table 30). As seen in Figure 34, the intention to reenlist or continue in the Navy increases as Sailors gain greater rank and tenure in the Navy. This finding was expected, as those who perform well and like military life tend to stay in the Navy. Also, those with higher rank stand to lose more under the current military retirement “all or none” rules if they leave before earning a full retirement (usually a minimum of 20 years). Also, the percentage of Sailors who do not intend to reenlist or continue with the Navy decreases as rank and tenure increase. Finally, there are a substantial number of Sailors who indicate that they have not yet decided about whether or not they will reenlist or continue at their next decision point. With the exception of E-2 to E-3, the percentage of Sailors who report being “not sure” remains consistent across pay groups. This “not sure” group is especially important because they are still undecided and the Navy may be able to impact their choice to stay or leave with targeted monetary and non-monetary incentives.

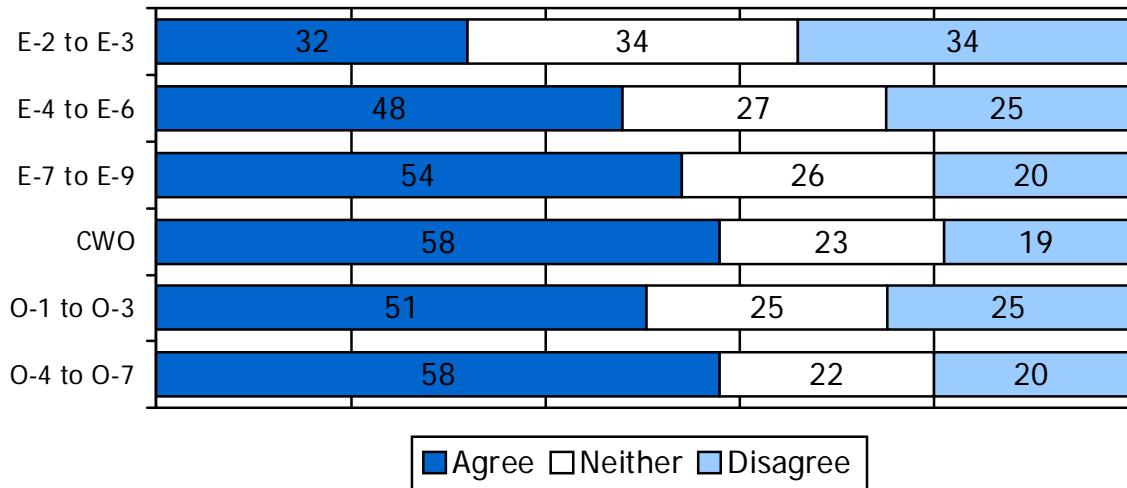


Figure 33. Percentage of Sailors who agree or disagree with the following statement: *"I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy at my next decision point."*

Another way to consider the results is to breakout the data by current retention zone. Figures 34 and 35 show the responses of Sailors to the question regarding their reenlistment or continuation career intentions sorted by retention zone. As seen in the figures, those who indicate the greatest intention to reenlist or continue with the Navy are Sailors in Zone C. This is also the case with those who reported the lowest rate of indecision (i.e., those who responded “neither agree nor disagree”). Interestingly, Sailors in Zone A are almost evenly split in thirds regarding their decision to reenlist, a pattern which has been found in previous years (Whittam, 2008). This group should continue to be targeted by Navy leadership to increase reenlistment intentions, since after 6 years of commitment, intentions to reenlist improve by more than 20 percentage points Zone A (37%) to Zone B (58%). Officers had a similar pattern, with intention to remain in the Navy increasing 15 percentage points between Zone A and Zone B. Navy reenlistment behaviors have increased dramatically in the past year due to the increase in unemployment and other problems in the U.S. economy. If these conditions remain, it is likely that the reenlistment/retention percentages will increase on the next NPS.

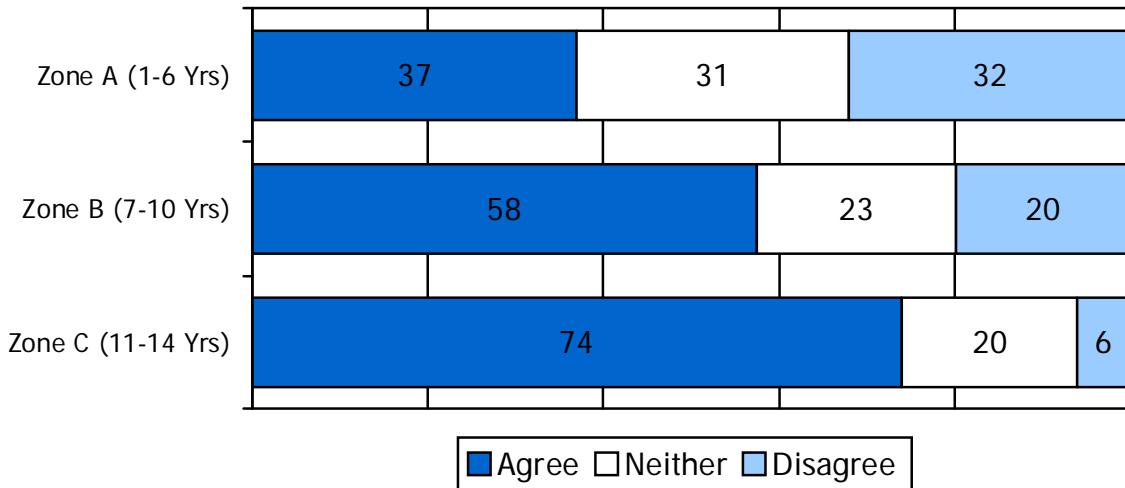


Figure 34. Enlisted Sailors' intention to reenlist at their next decision point by retention zone.

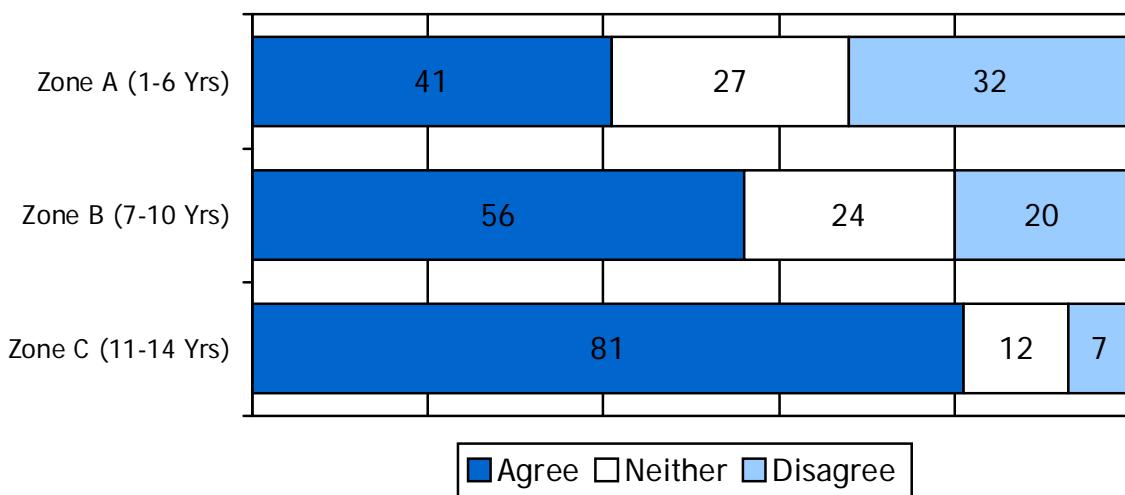


Figure 35. Officers' intention to continue their Navy career at their next decision point by retention zone.

Long-term Career Plans

In addition to assessing short-term career intentions, it is important to know how many plan to stay with the Navy for the long-term. This information provides a *leading indicator* of how many people intend to stay in the Navy until retirement. Second, this information is important as a means of gauging how well the Navy is doing in taking care of its people in terms of their quality of work life. In many instances, retention intentions or actual retention behavior are seen as important outcome variables, associated with Sailor satisfaction.

Since 1990, the NPS has asked Sailors whether or not they plan to stay for 20 or more years. Figure 37 shows the results of this question over the past 13 administrations of the NPS including the data from the 2008 survey. Data were not included for 1999 or 2001, because the NPS was not given during those calendar years. The results from the 2008 NPS indicate that while the majority of officers (69%) plan to stay in the Navy for a full career, only 46 percent of enlisted Sailors report the same. The overall percentage of Sailors who intend to stay in the Navy for a full career has decreased since the 2005 survey, but is still high in comparison to past administrations. Furthermore, a higher percentage of officers than enlisted Sailors are committed to making the Navy a long-term career choice, and this has been a consistent trend across the entire NPS history.

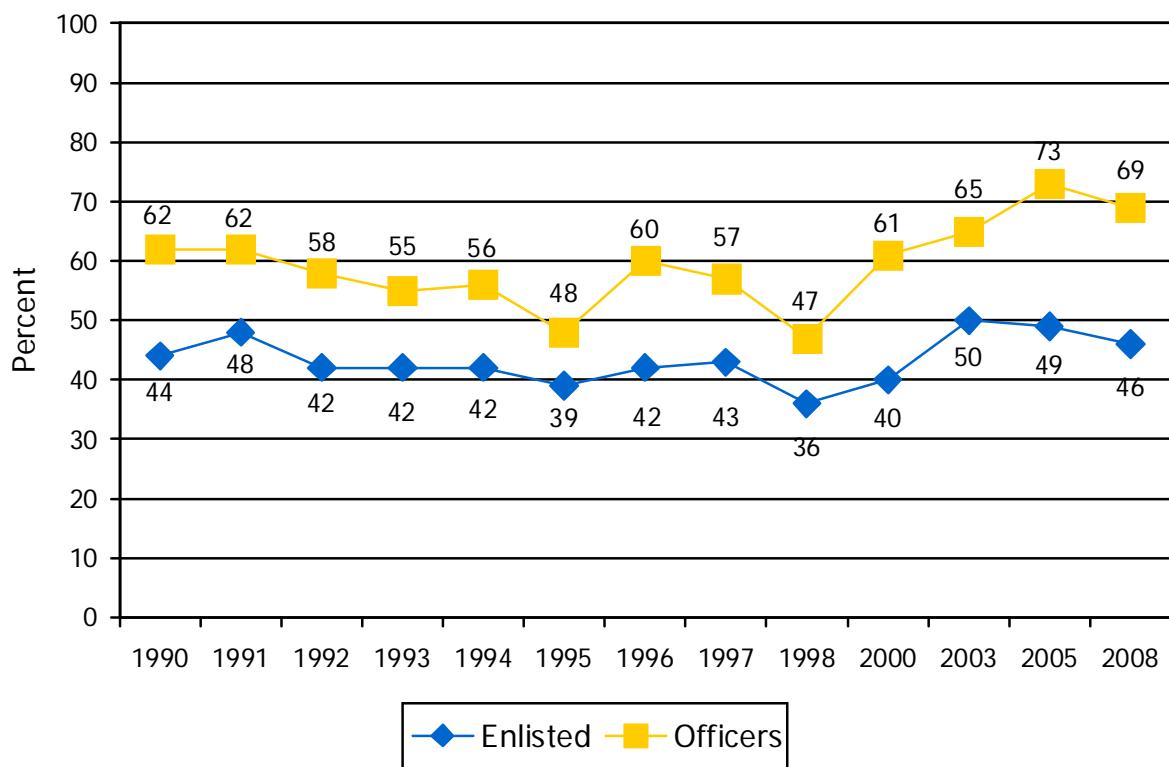


Figure 36. Percentage of those who reported that they agree or strongly agree that they plan to stay in the Navy for a full career (20 or more years) by group.⁹

Figure 38 provides an additional look at these results sorted by retention zones. Looking at the results it is clear that the relationship found with short-term career intentions also holds for long-term career intentions. The longer a Sailor remains in the Navy, the larger the percentage of those who intend to stay

⁹ The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

on active-duty until they have served a full career (e.g., 20 or more years). Intentions to stay for a full career are only at about 26 percent for Sailors (32% officers and 26% enlisted) in Zone A (i.e., 1–6 years of service), but rises to 79 percent (84% officers and 78% enlisted) by the time Sailors reach Zone C (i.e., 15–19 years of service). This is an indication that Sailors are likely to see the retirement system as being more of an incentive the longer they stay on active duty, and as they get closer to qualifying for full military retirement.

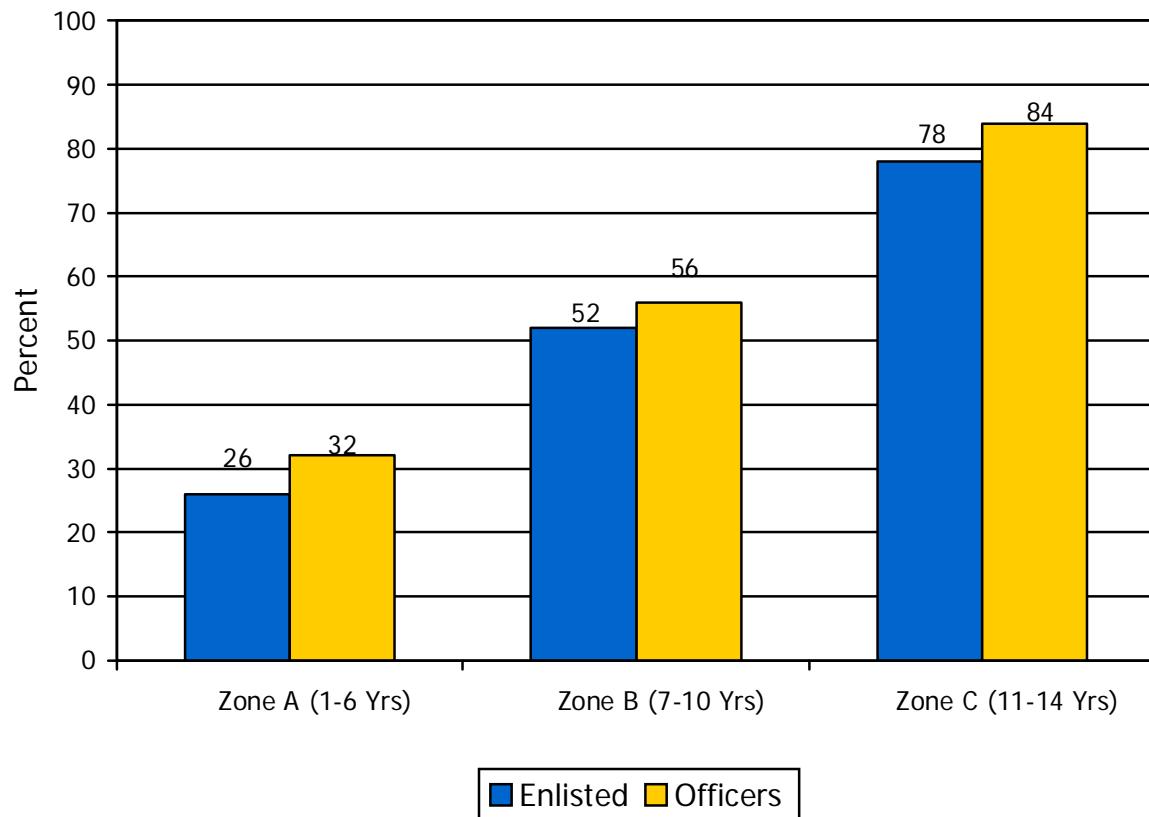


Figure 37. Percentage of those who reported that they agree or strongly agree that they plan to stay in the Navy for a full career (20 or more years) by retention zone.

Comparisons to Other Department of Defense Surveys

The Defense Manpower Data Center (DMDC) conducts a number of DoD-wide surveys that include responses from members of all the military services including the Navy. One suite of surveys is the Status of Forces Surveys (SOFs), which are web-based surveys administered to three cross-sectional samples of each population: Active duty, Reserves, and DoD civilian employees. The most

recent SOFS comparable to the NPS is the December 2007 SOFS administered to a representative sample of active duty military members throughout the services and DoD. Overall, results from the SOFS on questions comparable to those on the NPS were fairly similar.

As on the 2008 NPS, the December 2007 SOFS contained items that inquired about topics such as retention intentions, global job satisfaction, satisfaction with compensation, and satisfaction with specific aspects of one's job. For example, on the SOFS, respondents were asked to report how satisfied they were with their "total compensation (i.e., base pay, allowances, and bonuses)." The DoD SOFS found that 74 percent of Navy officers and 52 percent of Navy enlisted respondents were satisfied with total compensation (DMDC, 2008). The 2008 NPS found very similar results, where 74 percent of officers and 52 percent of enlisted reported being "fairly compensated considering all of the pay, incentives and benefits."

Another topic addressed on both surveys was retention intentions. From the 2008 NPS, 46 percent of enlisted Sailors and 69 percent of officers reported they strongly agree or agree with the statement, "I plan to reenlist (enlisted), or continue (officer) my career with the Navy at my next decision point." A similar question on the December 2007 SOFS indicated that 61 percent of surveyed Navy Sailors (67% officers and 60% enlisted) would choose to stay on active duty. Differences in question wording may account for some of the differences in survey results.

The two surveys also asked about overall satisfaction with the military. While the December 2007 SOFS specifically asked about satisfaction with the "military way of life" the 2008 NPS asked about satisfaction with "Navy life,". Results were nearly identical for both surveys: 76 percent of Navy officers and 59 percent and Navy enlisted respondents on the December 2007 SOFS and 73 percent of officers and 59 percent of enlisted on the 2008 NPS indicated satisfaction with the military way of life (SOFS) or the Navy (NPS).

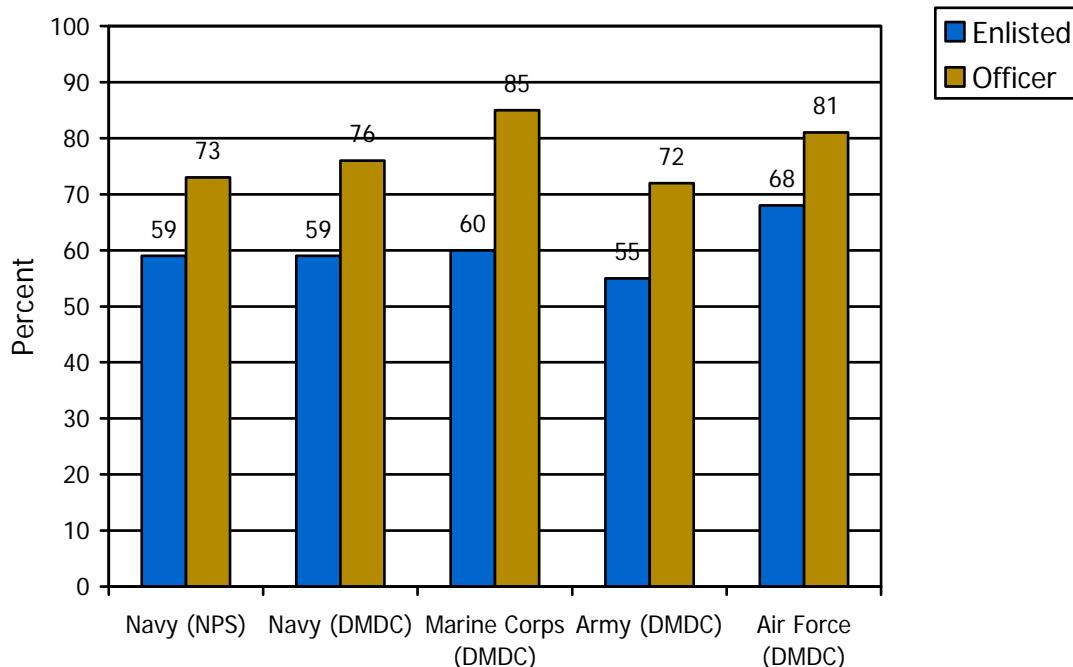


Figure 38. Percentage who reported they were “Satisfied” or “Very Satisfied” with “military way of life” (DMDC) or “Navy life” (NPS) by enlisted and officers.

Overall, the results from the two surveys were similar on common questions. The findings of the December 2007 SOFS validate the 2008 NPS results for those similar items

Summary and Conclusions

Generally, compared to the 2005 NPS results, current results were largely similar or showed a slight decrease. However, in many cases, the 2005 NPS results were “historic highs” and the difference between the results was largely within the margin of error. Therefore, although trending down, they are not considered significant changes. The following is a summary of the main findings from the 2008 NPS:

Positive Findings

- Overall, the majority of Sailors are currently satisfied with their current Navy jobs. The only group for whom a majority did not report satisfaction with their job were junior enlisted (E-1 to E-3), however for them, and all other paygrade groups, a majority were satisfied with Navy life.

- Organizational commitment is at levels near the 2005 results and is higher than the 2003 results.
- Officers' belief that women can "successfully carry out the duties of their combatant roles" has increased to an all-time high. Enlisted agreement with the same statement decreased by only one percentage point from the historic highs in 2003 and 2005.
- The majority of officers and enlisted reported that they are fairly compensated considering all of their pay, incentives, and bonuses. Similarly, the majority of Sailors reported that they are able to meet their financial obligations with the pay they receive. While down from results in 2005, it is still very high compared with 2000 NPS results.
- The majority of Sailors report they are satisfied with their leadership. Consistent with past trends, officers were significantly more satisfied with leadership than enlisted Sailors were. Sailors also reported higher satisfaction with their immediate supervisors than command leadership.

Areas for Improvement

- While the vast majority of Sailors feel they have a clear understanding of the advancement/promotion system, a smaller percentage is satisfied with the system. An even smaller percentage feel the most deserving Sailors get promoted under the current system.
- Similar to the results regarding the advancement/promotion system, Sailors largely do not believe that the most qualified and deserving Sailors rank high on their EVALs/FITREPS. This is especially the case with enlisted personnel. This continues to be an area of concern, showing limited if any improvement compared to previous administrations of the NPS.
- Lack of spare parts, supplies, and equipment continues to be associated with low satisfaction for many Sailors.
- Overall, ratings of fairness are low. Results indicated that Sailors do not feel Navy policies will be fairly administered. Likewise, Sailors indicated that they do not feel as though the Navy is looking out for the Sailors' best interest.
- The percentage of Sailors reporting "High" command morale has decreased since 2005, while there has been an increase in percentage reporting "Low" command morale.

- There was a drop in the planned retention of Sailors. A smaller percentage of both officers and enlisted reported intentions to continue their career at their next decision point and plans to stay until retirement. It is important to remember, though, that although this survey is called the 2008 NPS, it was actually conducted between September 2007 and January 2008. Thus, the impact of this country's economic decline on retention would not be reflected in this question.
- Overall satisfaction with detailing has never been high on past surveys and 2008 showed a decrease compared to 2005.

Recommendations

Based on the results, the following recommendations are made:

Actions from Survey Results

- *Focus efforts to improve command morale.*
The percentage of those reporting "High" command morale has decreased, and that decrease is seen in an increase in those reporting "low" command morale. Given this movement from high to low morale, leadership should further investigate in-depth the reasons for this change and areas to remedy this change. Navy initiatives such as those focused on greater "Life-Work Balance" may help to address morale.
- *Improve information offered via Navy web-sites.*
Although a high percentage report using NKO and BUPERS On-line, less than half feel that the Navy provides enough information on the web for them to make informed career decisions.
- *Continue to address perceived concerns in the advancement/promotion system and with EVALs/FITREPs.*
Advancement/promotion and EVALs/FITREPs continue to be of concern to Sailors. While most feel they understand the process and feel their EVAL or FITREP was fair in regards to their performance, there is the continued perception that the process overall is lacking. This may require better communications about the processes or changes in them.

Sailor Feedback

- *Publicize survey results through Navy print, electronic, and Web media outlets.*
Providing information back to Sailors communicates a number of important messages including the importance of completing surveys, the

usefulness of the data, and the respect for the Sailor's time/effort that went into completing the survey. This does not apply just to the NPS but to all Navy surveys and Quick Polls. Navy sometimes publicizes survey results through news articles or NAVADMINs but the communication to Sailors is often not timely or systematic.

Future Survey Directions

- *Expand the Navy-wide Personnel Survey to include the Total Force.* As the Navy moves to a "Total force" construct—Active Component, Reserve Component, Civilian, and Contractor—the Navy-wide Personnel Survey should be modified to reflect the broader workforce. The survey will need to be modified to include those topics applicable to the broadest audience. Additionally, sampling issues need to be decided. For example, paygrade group is a common stratification variable for the active component. A comparable stratification for civilian employees (which comprises several pay systems, such as Wage Grade (WG), General Schedule (GS), and National Security Personnel System [NSPS]) needs to be developed and validated.

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Appendix A: Survey and Notification Materials

2008 NAVY-WIDE PERSONNEL SURVEY QUESTIONS

YOUR NAVY JOB

1. In the past 12 months, how many hours did you work in a typical week at your Navy job?

- 40 hours or less
- 41-50 hours
- 51-60 hours
- 61-70 hours
- 71-80 hours
- 81 or more hours

2. How much do you AGREE or DISAGREE with the following statements regarding availability of resources at your command?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
My command has adequately qualified personnel to successfully execute our mission	<input type="checkbox"/>				
My command has adequate tools to successfully execute our mission	<input type="checkbox"/>				
My command has adequate spare parts and/or supplies to successfully execute our mission	<input type="checkbox"/>				
My command has adequate Navy support services (e.g., MWR, PSD, Housing) to successfully execute our mission	<input type="checkbox"/>				

3. How would you rate the overall morale of your present (or most recent) command?

- Very high
- High
- Medium
- Low
- Very low

4. What kind of an effect have the following aspects of Navy life had on morale at your present (or most recent) command?

	<i>Strong Positive Effect</i>	<i>Positive effect</i>	<i>No effect</i>	<i>Negative effect</i>	<i>Strong negative effect</i>
a. Advancement/promotion opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Performance evaluation system (e.g., FITREPs and EVALs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supply of spare parts/supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Quality of Navy training programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Quality of education programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Co-workers/shipmates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Command leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Pace of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Unit/workgroup manning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Pay/bonuses/other compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Amount of time off (e.g., leave, liberty, other)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Navy support services (e.g., MWR, PSD, Housing, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. TEMPO (e.g., time away from home for deployment, TAD, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Performance of the crew, work team, or ship on exercises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Considering everything, how satisfied are you with your Navy job?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

6. How much do you AGREE or DISAGREE with the following statements about gender integration?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Leadership in my organization is supportive of gender integration	<input type="checkbox"/>				
Women have the ability to successfully carry out the duties of their combatant roles	<input type="checkbox"/>				
Women are being successfully integrated into combatant ships and aviation squadrons	<input type="checkbox"/>				

7. Please rate how SATISFIED or DISSATISFIED you are with the following aspects of your workplace climate?

	<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Neither</i>	<i>Dissatisfied</i>	<i>Strongly Dissatisfied</i>
Amount of freedom I am given to do my job	<input type="checkbox"/>				
Amount of responsibility I have in my job	<input type="checkbox"/>				
Amount of challenge in my job	<input type="checkbox"/>				
Opportunity for personal growth and development on the job	<input type="checkbox"/>				
Feeling of accomplishment I get from doing my job	<input type="checkbox"/>				
Job security	<input type="checkbox"/>				
Physical working conditions of my work site	<input type="checkbox"/>				
Availability of parts and supplies to get the job done	<input type="checkbox"/>				
Flexibility of my command in dealing with family/personal issues	<input type="checkbox"/>				

TECHNOLOGY

8. Do you personally have access to the Internet at your Navy job (i.e., you can personally send/receive email, view information on the World Wide Web, or do other related activities on the Internet)?

- Yes, I have access at my own computer workstation
- Yes, I have access at a computer workstation I share with others at my command
- No *Skip to Question 11*
- Don't know *Skip to Question 11*

9. How accessible is the World Wide Web (WWW)?

- Constant - the WWW is always or nearly always available to me
- Intermittent - the WWW is sometimes available, but not always "up"
- Rarely - the WWW is almost never or rarely available to use

10. How often are you able to access the WWW?

- At any time I want - I work at or have easy access to a computer connected to the WWW
- Sometimes - I don't have immediate access, but I can get access if needed
- Rarely - I don't work at or have easy access to a computer connected to the WWW

11. Have you ever viewed/used Navy Knowledge Online (NKO)?

- Yes
- No *Skip to Question 14*

12. If you have viewed/used NKO, how often do you use NKO?

- Have only accessed it once or twice
- Only when required to perform a mandated training course on Navy e-Learning
- About once a month
- About once a week
- Several times a week
- Daily

13. How easy is it to find information you are looking for on NKO?

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult

14. If you don't use NKO regularly, what is the primary reason? (THIS QUESTION ONLY ANSWERED BY THOSE WHO SELECTED OPTIONS 1 OR 2 FOR QUESTION 12 or "NO" for Question 11.)

- I don't have access to a computer
- I have a computer but don't have access to the Internet
- Quality of content
- Organization of content
- Not enough time
- Access is too slow/not responsive
- Other: _____

15. Have you ever viewed/used BUPERS Online (BOL) <https://www.bol.navy.mil>?

- Yes
- No *Skip to Question 17*

16. If you have viewed/used BOL, how often do you use BOL?

- Have only accessed it once or twice
- Only use when I can't find information elsewhere or only when absolutely necessary
- Once a week
- Several times a week
- Daily

17. If you don't use BOL regularly, what is the primary reason? (THIS QUESTION ONLY ANSWERED BY THOSE WHO SELECTED OPTIONS 1 OR 2 FOR QUESTION 16 or "NO" for Question 15)

- I don't have access to a computer
- I have a computer but don't have access to the Internet
- Quality of content
- Organization of content
- Not enough time
- Access is too slow/not responsive
- Other: _____

18. How easy is it to find information you are looking for on BOL?

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult
- N/A. I have never viewed/used BOL

19. How often do you access the applications listed below on BOL or by other means?

	<i>Daily</i>	<i>3-4 times a week</i>	<i>1-2 times a week</i>	<i>Less than once a week</i>	<i>Less than once a month</i>	<i>Never</i>
Physical Readiness Information Management System (PRIMS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CMS/Interactive Detailing/JCMS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Navy e-Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic Training Jacket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SMART	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Navy College	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Have you ever viewed/used the Navy Personnel Command website (www.npc.navy.mil)

- Yes
- No *Skip to Question 22*

21. The information on the NPC website helps me manage my career.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

22. Which website do you use most frequently to find out information about Navy personnel and detailing issues? (SELECT ONE)

- www.npc.navy.mil
- www.nko.navy.mil
- Other: _____
- Not applicable, I do not use websites to find out information about Navy personnel and detailing issues.

23. Which website do you use most frequently to find out information about Training and Education issues, or Online Courses? (SELECT ONE)

- www.npc.navy.mil
- www.nko.navy.mil
- Other: _____

24. Web-based self-service initiatives (e.g., JCMS/CMS, Navy e-Learning, Navy College) are moving the Navy in the right direction.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

25. The Navy provides enough information on the web for me to make informed career decisions.

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

26. To what extent do *you prefer* to receive information about the Navy through the following sources?

	<i>Not at all</i>	<i>Small extent</i>	<i>Moderate extent</i>	<i>Large extent</i>	<i>Very large extent</i>
Navy news stand (Navy.mil)					
POD notes					
Your Chief					
CMC					
CO/XO					
MCPON email					
Peers & shipmates					
Base newspaper					
Command Career Counselor					
All Hands Magazine					
Navy Times					
Ombudsman					
Fleet & Family Support Center					
All hands call with a flag officer					
Daily News update					

27. Navy Career Management Tools (e.g., CMS, Navy e-Learning, Navy College) available via NKO help me manage my career”

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

28. How often do you access the applications listed below on NKO or by other means?

	<i>Daily</i>	<i>3-4 times a week</i>	<i>1-2 times a week</i>	<i>Less than once a week</i>	<i>Less than once a month</i>	<i>Never</i>
Five-Vector Model (5VM)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CMS/Interactive Detailing/JCMS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Navy e-Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic Training Jacket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SMART	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Navy College	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CURRENT ASSIGNMENT

29. I am currently assigned to:

- Sea Duty
- Shore Duty
- Don't Know

30. What type of duty or billet is your current assignment?

- CONUS Shore Duty (Type 1)
- CONUS Homeported Deployable Sea Duty (Type 2)
- OCONUS Shore Duty (counts as sea duty for rotational purposes) (Type 3)
- OCONUS Homeported Deployable Sea Duty (Type 4)
- OCONUS "Preferred" Shore Duty (Type 6)
- Other duty (i.e., Duty Under Instruction, special duty, etc.)
- Don't know

31. Are you presently on deployment (i.e., scheduled time away from homeport for 30 days or more)?

- Yes
- No

32. What is the geographical location of your current assignment? *If you are currently on deployment, where is your command homeported?*

- Alaska or Hawaii

- Caribbean
- CONUS - East Coast
- CONUS - West Coast
- CONUS - Other (e.g., Millington, Great Lakes, etc.)
- Europe (*including the Mediterranean*)
- Far East
- Middle East (including the African continent)
- South or Central America
- Other: _____

33. What is your community?

- Surface
- Aviation
- Submarine
- Medical
- Other (e.g., Supply, Marine/expeditionary support, etc)

TEMPO

34. How many days in the past 12 months have you been berthed out of the area (not at home) of your permanent duty station?

Include such things as deployments, work-ups, training, TAD, and other work-related activities that have taken you away from your homeport.

- None
- 1-49 days
- 50-99 days
- 100-149 days
- 150-199 days
- 200-249 days
- 250-299 days
- 300 or more days

35. How much do you AGREE or DISAGREE with the following statements regarding TEMPO?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I am satisfied with the amount of time I am able to spend at my permanent duty station (homeport)	<input type="checkbox"/>				
I am satisfied with the amount of time I have spent on shore duty	<input type="checkbox"/>				
I am satisfied with the amount of time I have spent on sea duty	<input type="checkbox"/>				

36. What kind of effect has the time you've spent away from your permanent duty station during the past year—for TAD, deployment, training, or other work-related activities—had on your overall satisfaction with Navy life?

- Does not apply, I have not been away from my permanent duty station during the past year
- Strong positive effect
- Positive effect
- Neither positive nor negative effect
- Negative effect
- Strong negative effect

37. How much do you AGREE or DISAGREE with the following statements about the impact of Naval service on your personal life?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
My Navy career gets in the way of my ability to have or maintain a personal life	<input type="checkbox"/>				
My Navy career causes a significant amount of separation from my family or other important people in my personal life	<input type="checkbox"/>				
I have difficulty juggling the demands of my personal life and my Navy career	<input type="checkbox"/>				

LEADERSHIPHIP

38. Is your immediate supervisor:

- Navy
- Other Military
- Civilian

39. How much do you AGREE or DISAGREE with the following statements about your IMMEDIATE WORK SUPERVISOR?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
My immediate supervisor has adequate training/expertise to do his/her job	<input type="checkbox"/>				
My immediate supervisor deals well with subordinates	<input type="checkbox"/>				
My immediate supervisor deals well with superiors in the chain of command	<input type="checkbox"/>				

My immediate supervisor provides adequate support and guidance	<input type="checkbox"/>				
My immediate supervisor is responsive to Sailor needs and concerns	<input type="checkbox"/>				
Overall, I am satisfied with my immediate supervisor	<input type="checkbox"/>				

40. How much do you AGREE or DISAGREE with the following statements about your overall COMMAND LEADERSHIP (CO, XO, OIC, CMC/COB)?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
My command leadership has adequate training/expertise to do their job	<input type="checkbox"/>				
My command leadership deals well with subordinates	<input type="checkbox"/>				
My command leadership deals well with superiors in the chain of command	<input type="checkbox"/>				
My command leadership provides adequate support and guidance	<input type="checkbox"/>				
My command leadership is responsive to Sailor needs and concerns	<input type="checkbox"/>				
Overall, I am satisfied with my command leadership	<input type="checkbox"/>				
My command officer leadership is trained to effectively help me develop and meet my career goals	<input type="checkbox"/>				
My command enlisted leadership is trained to effectively help me develop and meet my career goals	<input type="checkbox"/>				

41. Have you attended a Navy Leadership Training Continuum Course in the past two years

- Yes
- No *Skip to Question 43*

42. The most recent Leadership Training Continuum course I attended:

- Was of great value in helping me become a better leader/manager/supervisor
- Was of some value in helping me become a better leader/manager/supervisor
- Was of little/no value in helping me become a better leader/manager/supervisor

NAVY TONE

Navy Leadership is interested in your feelings about “tone”. Tone is an overall measure of how Sailor’s feel about the Navy. Tone includes what they feel, say

and hear about their job, career, quality of life, and whether the Navy is moving in the right direction.

43. How much do you AGREE or DISAGREE with the following statements about COMMUNICATION?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
The Navy clearly communicates its personnel goals and strategies for the future.	<input type="checkbox"/>				
Navy senior leadership keeps Sailors informed about changes that will affect their careers	<input type="checkbox"/>				
Leadership at this command communicates a positive attitude about the Navy.	<input type="checkbox"/>				
My command leadership informs me of Navy policies that may affect my career.	<input type="checkbox"/>				
In the last six months, someone in my Chain of Command has talked to me about new career initiatives that may affect me.	<input type="checkbox"/>				
In the past 6 months, I've heard rumors about new policies, which make me worry about my career.	<input type="checkbox"/>				

44. How much do you AGREE or DISAGREE with the following statements about YOUR NAVY JOB?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I feel positive about my future Navy career.	<input type="checkbox"/>				
The Navy is doing all it can to protect my job security.	<input type="checkbox"/>				
My future in the Navy appears secure as long as I do a good job.	<input type="checkbox"/>				
I would be willing to change my rate/designator, if it was the only way I could stay in the Navy.	<input type="checkbox"/>				
I am concerned that some of my fellow Sailors may soon lose their jobs.	<input type="checkbox"/>				
I am concerned that future policy	<input type="checkbox"/>				

changes will hurt my job.

45. How much do you AGREE or DISAGREE with the following statements about FAIRNESS?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
The Navy's personnel policies seem fair to me.	<input type="checkbox"/>				
The Navy's policies are retaining the best quality Sailors in the Fleet.	<input type="checkbox"/>				
I trust the Navy to look out for my best interests.	<input type="checkbox"/>				
I am confident that policies that affect the size of the Navy will be administered fairly and consistently.	<input type="checkbox"/>				

46. How much do you AGREE or DISAGREE with the following statements about NAVY IMAGE?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
If asked today, I would encourage others to join the Navy.	<input type="checkbox"/>				
I talk about the Navy to my friends as a good organization.	<input type="checkbox"/>				
I would recommend the Navy as a good place to work.	<input type="checkbox"/>				
I would consider wearing civilian clothing with Navy/Squadron/Ship logos.	<input type="checkbox"/>				
Information I hear about the Navy from non-Navy sources is usually positive.	<input type="checkbox"/>				
Comments I hear about the Navy from my fellow Sailors are usually positive.	<input type="checkbox"/>				
The Navy of tomorrow will be better than the Navy of today.	<input type="checkbox"/>				

Tone is an overall measure of how Sailors feel about the Navy. Tone includes what they feel, say, and hear about their job, career, quality of life, and whether the Navy is moving in the right direction.

47. Please rate Navy tone and your current command's tone.

	<i>Very High</i>	<i>High</i>	<i>Medium</i>	<i>Low</i>	<i>Very Low</i>
Using the definition above, how would you rate Navy tone?	<input type="checkbox"/>				
How would you rate your current command's tone?	<input type="checkbox"/>				

CAREER

48. What is your current paygrade?

<input type="checkbox"/> E-1	<input type="checkbox"/> W-2	<input type="checkbox"/> O-1/O-1E
<input type="checkbox"/> E-2	<input type="checkbox"/> W-3	<input type="checkbox"/> O-2/O-2E
<input type="checkbox"/> E-3	<input type="checkbox"/> W-4	<input type="checkbox"/> O-3/O-3E
<input type="checkbox"/> E-4	<input type="checkbox"/> W-5	<input type="checkbox"/> O-4
<input type="checkbox"/> E-5		<input type="checkbox"/> O-5
<input type="checkbox"/> E-6		<input type="checkbox"/> O-6
<input type="checkbox"/> E-7		<input type="checkbox"/> O-7 or above
<input type="checkbox"/> E-8		
<input type="checkbox"/> E-9		

49. How long have you been on active duty in the Navy?

Years Months

50. Are you in your first enlistment, initial obligation, or first term of service in the Navy?

Yes
 No

51. How do each of the following factors impact your likelihood to stay or leave the Navy?

	<i>More likely to stay</i>	<i>Likely to stay</i>	<i>Neither</i>	<i>Likely to leave</i>	<i>More likely to leave</i>
Access to Navy training programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to college or graduate education programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Location of next duty assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Type of next duty assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enjoyment of your Navy job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your advancement/promotion potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current civilian job opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manpower needs of the Navy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public's attitudes toward the military	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Military pay (e.g., basic pay, allowances, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special pays (e.g., flight, submarine, medical, sea, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SRB or continuation bonus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Military healthcare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Military family support services (e.g., Family Service Center, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Military housing access and quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Military recreation and activity facilities (e.g., MWR, gyms, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your family's needs (educational or health needs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

52. Will you be making a formal decision about continuing your Navy career (i.e., reenlistment or continuation) within the next 12 months?

- Yes
- No

53. How do each of the following people impact your likelihood to stay or leave the Navy?

	<i>More likely to stay</i>	<i>Likely to stay</i>	<i>Neither</i>	<i>Likely to leave</i>	<i>More likely to leave</i>
Your spouse (or significant other)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your parents or other relatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your civilian friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your military peers (i.e., friends, co-workers, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your command leadership (CO, XO, OIC, CMC/COB)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public perception (e.g., positive or negative media stories)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CAREER DEVELOPMENT

54. How much do you AGREE or DISAGREE with the following statements regarding your current career plans?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I plan to serve out my current term of service or obligation	<input type="checkbox"/>				
I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy at my next decision point	<input type="checkbox"/>				
I plan to stay in the Navy for a full career (20 or more years) if possible	<input type="checkbox"/>				

55. Are you aware of career opportunities in the Navy Reserve?

- Yes
- No
- Not sure

56. Are you eligible to join the Navy Reserve?

- Yes
- No
- Don't know

57. Where or from whom did you receive the information regarding the Navy Reserve? (Please select ALL that apply.)

- Not Applicable, I have not received information about the Navy Reserve
- My Commanding Officer
- My Chain of Command
- My Navy Career Counselor
- During the TAP Brief/CARIT team member
- Fleet Concentration Area Recruiter (FCAR)
- The TPU
- Navy Reserve Program Recruiter
- Stay Navy or NPC Channels or npc.navy.mil web sites
- Web Sites other than Stay Navy/NPC Channels/npc.navy.mil web sites
- From Print Media (Navy Times, Navy Reserve Information pamphlets, etc.)
- From television
- From radio
- From a Reservist
- From friends
- Other: _____

58. If you decided to leave active duty, would you consider affiliating with the Navy Reserve?

- Yes
- No
- I don't know enough about the Navy Reserve to answer this question.

59. How much do you AGREE or DISAGREE with the following statements about your feelings toward the Navy?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
The Navy has a great deal of personal meaning for me	<input type="checkbox"/>				
I feel like I'm 'part of the family' in the Navy	<input type="checkbox"/>				
I feel 'emotionally attached' to the Navy	<input type="checkbox"/>				
I do not think that I could easily become as attached to another organization as I am to the Navy	<input type="checkbox"/>				
I feel a strong sense of belonging in the Navy	<input type="checkbox"/>				

60. How much do you AGREE or DISAGREE with the following statements regarding advancement/promotion?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I have a clear understanding of the present Navy advancement/promotion system	<input type="checkbox"/>				
I am satisfied with the present Navy advancement/promotion system	<input type="checkbox"/>				
I believe the most qualified and deserving Sailors get advanced/promoted	<input type="checkbox"/>				
I expect to be advanced/promoted within my current term of service, commitment, or obligated service	<input type="checkbox"/>				

61. How much do you AGREE or DISAGREE with the following statements regarding Performance Evaluations (EVAL) and Fitness Reports (FITREP)?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I have a clear understanding of the present EVAL/FITREP system	<input type="checkbox"/>				
My last EVAL/FITREP was fair/accurate	<input type="checkbox"/>				
My last EVAL/FITREP was conducted in a timely manner	<input type="checkbox"/>				
I was able to submit my own input at my last EVAL/FITREP	<input type="checkbox"/>				
My last advancement/promotion recommendation was fair/accurate	<input type="checkbox"/>				
I am satisfied with the present Navy EVAL/FITREP system	<input type="checkbox"/>				
The most qualified and deserving Sailors score the highest on their EVALs/FITREPs	<input type="checkbox"/>				
The Navy has trained me to effectively perform mid-term counseling	<input type="checkbox"/>				
The Navy has trained me to effectively write evaluations/fitness reports	<input type="checkbox"/>				
In the past year (12 months), I have had difficulty performing mid-term counseling	<input type="checkbox"/>				
In the past year (12 months), I have had difficulty writing evaluations/fitness reports	<input type="checkbox"/>				

62. How much do you AGREE or DISAGREE with the following statements regarding recognition?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs	<input type="checkbox"/>				
I feel that I have been adequately recognized for my accomplishments with appropriate awards	<input type="checkbox"/>				

63. How much do you AGREE or DISAGREE with the following statements regarding career development?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I have a clearly defined career path for my designator, rating, or community	<input type="checkbox"/>				
I have made sufficient progress in my advancement for my designator, rating, or community	<input type="checkbox"/>				
I have been given adequate counseling/guidance on my career development by my immediate supervisor	<input type="checkbox"/>				
I have been given adequate counseling/guidance on my career development by my division, department or command career counselor	<input type="checkbox"/>				

64. Which of the following would you most prefer be actively involved in helping manage your Navy career

- My Department or Division leadership
- My Command Career Counselor or Detailer
- I prefer to manage my Navy career by myself and do not need command involvement
- None of the above; I am not interested in a career in the Navy

DETAILING

65. How much do you AGREE or DISAGREE with the following statements regarding detailing?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Overall, I am satisfied with the detailing process	<input type="checkbox"/>				
I have a clear understanding of the detailing process(i.e., the way in which detailers fill requirements)	<input type="checkbox"/>				
My detailer responds in a timely manner to my questions and concerns	<input type="checkbox"/>				
My detailer is an advocate for my needs and desires	<input type="checkbox"/>				
My detailer is receptive to resolving conflicts between my desires and the needs of the Navy	<input type="checkbox"/>				
I am satisfied with my detailer	<input type="checkbox"/>				
Since reporting to my current duty station, I have been satisfied with the assignment I was given	<input type="checkbox"/>				

66. During the last time you negotiated orders with your detailer, did you receive the orders of your choice?

- Does not apply, I have not yet negotiated orders
- Does not apply, I did not contact my detailer to negotiate my last set of orders
- Yes
- No

67. During the last time you negotiated orders with your detailer, how many choices of assignments were you given?

- Does not apply, I have not yet negotiated orders
- Does not apply, I did not contact my detailer to negotiate my last set of orders
- 1
- 2
- 3
- 4
- 5 or more

68. When making your last Permanent Change of Station (PCS) move did you experience any of the following financial losses due to? (Mark ALL that apply)

- Does not apply, I did not experience any financial loss during last PCS
- Does not apply, I have not experienced a PCS move
- Loss in value of a home or property that you own
- Loss in spouse income
- Loss in spouse retirement benefits
- Loss due to additional cost of moving vehicles (car, boat, R.V., etc.) not covered by PCS transition agreement
- Loss due to additional cost for full commercial insurance coverage of household goods
- Loss due to stolen goods
- Loss due to damaged goods during move

Culture of Fitness

69. Has your leadership provided you with time to support the Navy's "culture of fitness?"

- Yes
- No
- Don't know/Not applicable

IA Assignments

70. Please indicate how much you Agree or Disagree with the following statements about IA assignments.

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I feel an IA assignment is beneficial to my career.	<input type="checkbox"/>				
I would recommend an IA assignment to my friends.	<input type="checkbox"/>				
I have considered signing up for an IA assignment.	<input type="checkbox"/>				
I have already volunteered for an IA assignment.	<input type="checkbox"/>				
I am concerned that I will be placed in an IA assignment.	<input type="checkbox"/>				
The IA selection process is fair for individuals.	<input type="checkbox"/>				
Being selected for an IA assignment would negatively influence my decision to stay in the Navy.	<input type="checkbox"/>				
Overall, I think the IA program is good for the Navy	<input type="checkbox"/>				

Education/Assignments

71. If you are interested in pursuing graduate education, why are you interested? (Mark *ALL* that apply.)

- NA – not interested in graduate education at this time
- Personal reasons – personal development, personal interest
- Increase chances for promotion
- Job/career track requires graduate education
- Improve civilian job opportunities after leaving the Navy
- Other: _____

72. Which of the following areas of education do you think would benefit your current assignment? (Mark *ALL* that apply.)

- Engineering
- Science or Math
- Management
- Communication skills
- Critical thinking
- Other: _____

73. I am well-prepared for my current assignment

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

74. Which of the following best prepared you for your current assignment?

- Prior tours
- Navy training
- College education
- Graduate education
- Other: _____

75. Which of the following areas of education do you think would benefit your future assignments? (Mark *All* that apply.)

- Engineering
- Science or Math
- Management
- Communication skills
- Critical thinking
- Other: _____

PERSONAL

76. What is your Social Security Number? (Optional) This will allow us to conduct follow-up research on the relationship between the attitudes/opinions expressed on this survey and subsequent work-related data such as career decisions. Please be assured that your confidentiality will be maintained.

77. What is your gender?

- Male
- Female

The answers for the following questions are based on standard DoD race and ethnicity categories.

78. Are you of Spanish, Hispanic, or Latino origin?

- Yes
- No

79. What is your racial background? (Mark *ALL* that apply)

- American Indian or Alaska Native
- Asian (e.g. Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, etc.)
- Black or African-American
- Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, Chamorro, etc.)
- White

80. What is your religious preference?

- Buddhist
- Catholic
- Hindu
- Jewish
- Mormon (Latter-day Saints)
- Muslim
- Orthodox Christian (Greek, Russian, etc.)
- Protestant Christian (Baptist, Presbyterian, Lutheran, non-denominational, etc.)
- Other religion not listed
- No religious preference

81. What is highest level of education you have completed?

- Less than high school completion/no diploma
- Alternate degree/GED/homestudy/adult-school certification
- High school diploma/graduate
- Some college, no degree
- Associate's degree or other 2-year degree (A.A., A.S., etc.)
- Bachelor's degree (B.A., B.S., etc.)
- Master's degree (M.A., M.S., M.B.A., etc.)
- Doctoral degree (Ph.D., D.Ph., M.D., etc.)
- Professional degree (J.D., etc.)

82. What is your current marital status?

- Single, never married
- Married for the first time
- Remarried (was divorced or widowed)
- Legally separated (or filing for divorce)
- Divorced
- Widowed

83. Has your marital status changed in the last 12 months? (Mark *ALL* that apply)

- No
- Yes, became married
- Yes, became legally separated from spouse
- Yes, began divorce proceedings
- Yes, became divorced
- Yes, became widowed

84. Are there children under the age of 21 living in your household?

- Yes
- No

FINANCIAL STATUS

The following questions ask about your financial status. The results will be presented in a manner that ensures that you cannot be identified.

85. How much do you AGREE or DISAGREE with the following statements regarding your financial situation?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
I am able to pay my bills and meet my financial obligations with the pay I receive	<input type="checkbox"/>				
I am compensated fairly, considering all of the pay, incentives and benefits I receive in the Navy	<input type="checkbox"/>				

86. Have you or your spouse used any of the following financial services in the past 12 months? (Mark all that apply)

- Payday lender
- Rent to buy
- Automobile title pawn
- Tax refund application loan

87. Do you participate in the Thrift Savings Plan (TSP)?

- Yes
- No
- Don't know, I have not heard about TSP

NAVY LIFE

88. Considering everything, how satisfied are you with Navy life?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

FEEDBACK

89. Thank you for your participation in this survey. If you have comments or concerns that you were not able to express while answering this survey, please use the space below to tell us about them. (NOTE: 1,000 character limit).

Appendix B: Sampling and Weighting

Sampling and Weighting

Table B-1 present information regarding the 2008 Navy-wide Personnel Survey sample and procedures used to weight the survey responses.

The sample for the survey was drawn during August 2007 from a sampling frame of individuals in stable locations who were accessible for data collection ($N = 302,082$). Sailors with a paygrade of E-1 were excluded from the sample due to the fact that this designation is typically only used when Sailors are in their basic training at the Naval Recruit Training Center Great Lakes. Their lack of experience and the difficulty in reaching adequate numbers of Sailors at this level were used as justification for this exclusion.

Sailors were sampled randomly in proportion to the size of their group within the population for each level of paygrade, gender, and race. The sample was optimized taking into account previous response rates, desired margin of error, and shared characteristics across the sample subgroups to arrive at an optimized sample. This process is called sample optimization, for further information see the sampling tool manual. Overall, the sample represented approximately 5 percent of the total enlisted population and 9% of the total officer population (see Table B-1).

To ensure that the survey results accurately reflect the opinions of Sailors throughout the Navy, the data were weighted to be representative of known population characteristics. Weighting is frequently used in survey research as a means of increasing the accuracy of estimates of target population attitudes and opinions by adjusting the overall proportions to match known population characteristics.

The characteristics used in weighting included paygrade (E-2 to E-3, E-4 to E-6, E-7 to E-9, W-2 to W-4, O-1 to O-3, and O-4 to O-7), minority status (majority, minority), and gender (male, female). Weights were calculated using the product of a base weight formula and a non-response weight formula. The base weight formula consists of dividing the total number of units within the strata of the population frame by the number of units sampled from the same strata. The non-response weight formula consists of the number of units sampled from the strata in the population frame divided by the number of valid returned surveys within the same strata. For example, if 32,526 individuals exist in the sampling frame for the strata consisting of E-2 to E-3, male, white Sailors, and 5,549 individuals are sampled from that strata, the base weight is $32,526/5,549 = 5.86$. If 393 valid surveys are returned for that strata, the non-response weight is $5,549/393 = 14.12$. The product of the base weight and non-response weight provides the combined weight for use in weighting the sample: $5.86 * 14.12 = 82.76$. The combined weights were entered into the survey data file and applied to all analyses using the WEIGHT function in SPSS 11 (Statistical Package for the Social Sciences).

Table B-1
Population values used to draw the sample

Strata	Paygrade Group	Gender	Race	Population Frame	Sample Selected	Surveys Returned	Simple Return Rate	Base Weight	Non-Response Weight	Combined Weight
1	E-2 to E-3	Male	Majority	28,593	5,212	225	4.3%	5.486	23.164	127.080
2	E-2 to E-3	Male	Minority	18,925	2,257	144	6.4%	8.385	15.674	131.424
3	E-2 to E-3	Female	Majority	5,318	682	40	5.9%	7.798	17.050	132.950
4	E-2 to E-3	Female	Minority	4,923	716	46	6.4%	6.876	15.565	107.022
5	E-4 to E-6	Male	Majority	91,245	944	309	32.7%	96.658	3.055	295.291
6	E-4 to E-6	Male	Minority	49,740	776	254	32.7%	64.098	3.055	195.827
7	E-4 to E-6	Female	Majority	11,860	445	103	23.1%	26.652	4.320	115.146
8	E-4 to E-6	Female	Minority	11,420	457	125	27.4%	24.989	3.656	91.360
9	E-7 to E-9	Male	Majority	21,282	927	340	36.7%	22.958	2.726	62.594
10	E-7 to E-9	Male	Minority	9,038	375	199	53.1%	24.101	1.884	45.417
11	E-7 to E-9	Female	Majority	1,296	65	37	56.9%	19.938	1.757	35.027
12	E-7 to E-9	Female	Minority	956	47	22	46.8%	20.340	2.136	43.455
13	W-2 to W-4	Male	Majority	971	695	324	46.6%	1.397	2.145	2.997
14	W-2 to W-4	Male	Minority	377	311	133	63.0%	1.787	1.586	2.835
15	W-2 to W-4	Female	Majority	36	36	11	30.6%	1.0	3.273	3.273
16	W-2 to W-4	Female	Minority	30	30	11	36.7%	1.0	2.727	2.727
17	O-1 to O-3	Male	Majority	17,211	1,294	397	30.7%	13.301	3.259	43.353
18	O-1 to O-3	Male	Minority	3,569	233	94	40.3%	15.318	2.479	37.968
19	O-1 to O-3	Female	Majority	3,086	293	76	25.9%	10.532	3.855	40.605
20	O-1 to O-3	Female	Minority	1,083	82	18	22.0%	13.207	4.556	60.167
21	O-4 to O-7	Male	Majority	16,097	997	434	43.5%	16.145	2.297	37.090
22	O-4 to O-7	Male	Minority	2,361	95	74	77.9%	24.853	1.284	31.905
23	O-4 to O-7	Female	Majority	2,091	142	47	33.1%	14.725	3.021	44.489
24	O-4 to O-7	Female	Minority	574	37	18	48.6%	15.514	2.056	31.889

Appendix C: Notification and Reminder Letters

____ May 2007

Name
Command
Street/Address
City/State/Zip

Dear _____,

You are part of a very important team in the defense of our country. I hope you will help me ensure that we continue to have the best, most capable Navy in the world. We must be flexible and innovative to get people with the right skills to the right place at the right time. To do this, we must provide you with the professional and personal tools you need to do your job and succeed in every possible way.

To make sure we are on track, I ask for your help in getting some feedback. You are one of the people who have been randomly selected to participate in the 2007 Navy-wide Personnel Survey. Your participation is voluntary, but I hope you'll take this opportunity to make a difference. Your responses will represent not only your needs and concerns, but those of all other Sailors in the Navy. You can be assured that your responses will be confidential.

We have shortened this survey compared to past years so we could focus on the things that matter the most – your job, your life in the Navy, your plans and goals, and your thoughts on Navy leadership and what we can do to support you better.

This survey is being conducted on the Internet. If you have problems accessing it, please ask your chain of command for help. Using Internet Explorer, please go to <http://nps.nprst.navy.mil/> and take the survey. It should take about 20-30 minutes. Your USERID for the survey is:

USERID:

I know there are many demands on your time, but I think you will agree with me that your voice should be heard. The 2007 Navy-wide Personnel Survey is being conducted by the Navy Personnel Research, Studies and Technology Department (NPRST), in Millington, TN. If you have any questions about this survey, my point of contact is Dr. Kimberly Whittam, at (901) 874-2321, or Kimberly.Whittam@navy.mil.

Thank you for taking the time to provide the valuable information needed to continue to improve your Navy..

Sincerely,

John C. Harvey, Jr.
Vice Admiral, U.S. Navy
Chief of Naval Personnel

NPS 2007: FIRST REMINDER

DATE

<Rank> <First> <Last>
<Command>
<Street> Address>
<City> <State> <Zip>

Dear <Rank> <Last>,

Recently, you were sent a letter signed by VADM Harvey, Chief of Naval Personnel, inviting you to participate in the *2007 Navy-wide Personnel Survey (NPS)*. This survey is your opportunity to help Navy leadership by providing them with information about key job-related issues such as detailing, advancement and promotion, and job satisfaction. The survey is the core of the Navy's survey strategy and your answers do make a difference.

If you have already completed the survey, we thank you for your participation. There is no need to respond to this letter or to take the survey again.

However, if you have not yet completed the survey, we encourage you to do so now.

If you would like to complete the *2007 NPS*, please go to <http://www.nprst.navy.mil/surveys/nps>
Your User Name for this survey is:

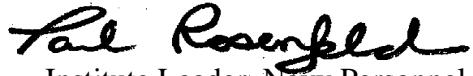
User Name:

Participation in the survey is voluntary, however, it is encouraged that you take part in the survey to ensure an accurate portrayal of Navy work life. *Your responses will help our leaders make positive changes today and shape the Navy of the future.* Your responses will be kept confidential.

If you have any questions, please feel free to contact the project director, Dr. Kimberly Whittam, e-mail kimberly.whittam@navy.mil; DSN: 882-2321 or 901 (874-2321). Thank you again for your time and effort.

Sincerely,

PAUL ROSENFELD, Ph.D.



Institute Leader, Navy Personnel, Research

Studies, and Technology (BUPERS-14)

FINAL REMINDER

<DATE>

<Rank> <First> <Last>
<Command>
<Street> Address
<City> <State> <Zip>

Dear <Rank> <Last>,

We need your help. The 2007 Navy-wide Personnel Survey (NPS), sponsored by VADM Harvey, Chief of Naval Personnel will close soon and we want to encourage those who have not yet participated to do so. Navy leadership depends on the data you provide to help them understand many important issues such as job satisfaction, career intentions, morale, and quality of work life.

If you have already completed the survey, we thank you for your participation. There is no need to respond to this letter or to take the survey again.

If you started but did not complete the survey, please go back and complete the rest of the survey.

If you have not yet completed the survey, please help us and complete the survey now.

If you would like to complete the 2007 NPS, please go to <http://www.nprst.navy.mil/surveys/nps>
Your User Name for this survey is:

User Name:

Participation in the survey is voluntary, however, we encourage you to complete the survey to ensure we obtain an accurate portrayal of Navy work life. *Your responses will help our leaders make positive changes today and shape the Navy of the future.* Your responses will be kept confidential.

If you have any questions, please feel free to contact the project director, Dr. Kimberly Whittam, e-mail kimberly.whittam@navy.mil; DSN: 882-2321 or 901 (874-2321). Thank you again for your time and effort.

Sincerely,

PAUL ROSENFELD, Ph.D.


Institute Leader, Navy Personnel, Research

Studies, and Technology (BUPERS-14)

Appendix D: Margin of Error

In planning the 2008 NPS, required sample size was estimated to yield a margin of error of ± 5 percent for each of the main paygrade groups (i.e., E-2 to E-3, etc.). Such calculations require estimates of response rate and prevalence, which, of course, are not known until after the survey is completed. Due to differences in response rate and pattern of responding, the margin of error for responses to some questions exceeded ± 5 percent. They are presented below in Table D-1. For all remaining data presented above, the margin of error can be assumed to be ± 5 percent or less.

Table D-1
E-2 to E-3: Responses for which margin of error exceeds $\pm 5\%$

Question	Response Option	Margin of Error
Q14: If you don't use NKO regularly, what is the primary reason?	Not enough time	6.27
Q14: If you don't use NKO regularly, what is the primary reason?	Other	6.08
Q17: If you don't use BOL regularly, what is the primary reason?	Other	5.10
Q21: The information on the NPC website helps me manage my career.	Strongly Agree	5.49
Q21: The information on the NPC website helps me manage my career.	Agree	8.82
Q21: The information on the NPC website helps me manage my career.	Neither	9.41
Q21: The information on the NPC website helps me manage my career.	Disagree	5.49
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager /supervisor	11.56
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/ supervisor	15.09
Q42: The most recent Leadership Training Continuum course I attended:	Was of little/no value in helping me become a better leader/manager/ supervisor	13.13

Table D-2
E-4 to E-6: Responses for which margin of error exceeds $\pm 5\%$

Question	Response Option	Margin of Error
Q14: If you don't use NKO regularly, what is the primary reason?	Organization of Content	5.10
Q14: If you don't use NKO regularly, what is the primary reason?	Not Enough Time	6.08
Q14: If you don't use NKO regularly, what is the primary reason?	Other	5.68
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager/supervisor	5.88
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	6.08

Table D-3
E-7 to E-9: Responses for which margin of error exceeds $\pm 5\%$

Question	Response Option	Margin of Error
Q14: If you don't use NKO regularly, what is the primary reason?	Organization of Content	6.08
Q14: If you don't use NKO regularly, what is the primary reason?	Not enough time	7.06
Q14: If you don't use NKO regularly, what is the primary reason?	Access is slow	5.88
Q14: If you don't use NKO regularly, what is the primary reason?	Other	6.47
Q17: If you don't use BOL regularly, what is the primary reason?	Other	5.88
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager/supervisor	6.66
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	6.66

Table D-4
O-1 to O-3: Responses for which margin of error exceeds $\pm 5\%$

Question	Response Option	Margin of Error
Q17: If you don't use BOL regularly, what is the primary reason?	Other	5.10
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager/supervisor	8.82
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	10.58
Q42: The most recent Leadership Training Continuum course I attended:	Was of little/no value in helping me become a better leader/manager/supervisor	9.02

Table D-5
O-4 and above: Responses for which margin of error exceeds $\pm 5\%$

Question	Response Option	Margin of Error
Q17: If you don't use BOL regularly, what is the primary reason?	Other	5.29
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager/supervisor	8.62
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	9.68
Q42: The most recent Leadership Training Continuum course I attended:	Was of little/no value in helping me become a better leader/manager/supervisor	6.86

Table D-6
CWO: Responses for which margin of error exceeds $\pm 15\%$

Question	Response Option	Margin of Error
Q14: If you don't use NKO regularly, what is the primary reason?	Not enough time	5.88
Q14: If you don't use NKO regularly, what is the primary reason?	Access is slow	5.29
Q14: If you don't use NKO regularly, what is the primary reason?	Other	5.88
Q17: If you don't use BOL regularly, what is the primary reason?	Not enough time	5.68
Q17: If you don't use BOL regularly, what is the primary reason?	Other	6.66
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager/supervisor	8.62
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	11.96
Q42: The most recent Leadership Training Continuum course I attended:	Was of little/no value in helping me become a better leader/manager/supervisor	10.98

Table D-7
Gender—Female: Responses for which margin of error exceeds $\pm 15\%$

Question	Response Option	Margin of Error
Q14: If you don't use NKO regularly, what is the primary reason?	Not enough time	7.06
Q14: If you don't use NKO regularly, what is the primary reason?	Other	6.47
Q17: If you don't use BOL regularly, what is the primary reason?	Other	5.68
Q21: The information on the NPC website helps me manage my career.	Agree	5.88
Q21: The information on the NPC website helps me manage my career.	Neither	5.68
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager/supervisor	8.43
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	8.43
Q42: The most recent Leadership Training Continuum course I attended:	Was of little/no value in helping me become a better leader/manager/supervisor	5.29

Table D-8
Gender—Male: Responses for which margin of error exceeds $\pm 15\%$

Question	Response Option	Margin of Error
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	5.10

Table D-9
Race—Minority: Responses for which margin of error exceeds $\pm 15\%$

Question	Response Option	Margin of Error
Q14: If you don't use NKO regularly, what is the primary reason?	Not enough time	5.68
Q14: If you don't use NKO regularly, what is the primary reason?	Other	5.10
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager/supervisor	6.27
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	6.27

Table D-10
Race—Majority: Responses for which margin of error exceeds $\pm 15\%$

Question	Response Option	Margin of Error
Q42: The most recent Leadership Training Continuum course I attended:	Was of great value in helping me become a better leader/manager/supervisor	5.88
Q42: The most recent Leadership Training Continuum course I attended:	Was of some value in helping me become a better leader/manager/supervisor	6.27

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